



**USAID**  
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**KENYA**

# **FINANCIAL INCLUSION FOR RURAL MICROENTERPRISES (FIRM)**

**CONTRACT: AID-623-BC-11-00001**

**PERFORMANCE MANAGEMENT PLAN**

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# ACRONYMS AND ABBREVIATIONS

|       |  |
|-------|--|
| ABEO  | Agriculture, Business, and Environment Office            |
| CMS   | Credit Management System                                 |
| COP   | Chief of Party   |
| COR   | Contracting Officer's Representative                     |
| DAI   | Development Alternatives, Inc.                           |
| DCA   | Development Credit Authority                             |
| DQA   | Data Quality Assessment                                  |
| FIRM  | Financial Inclusion for Rural Microenterprises           |
| FTF   | Feed the Future  |
| FTFMS | Feed the Future Monitoring System                        |
| ICT   | Information and Communication Technology                 |
| M&E   | Monitoring and Evaluation                                |
| MRR   | Microenterprise Results Reporting                        |
| ODC   | Office of Development Credit                             |
| PMP   | Performance Management Plan                              |
| PIRS  | Performance Indicator Reference Sheet                    |
| RF    | Results Framework  |
| TAMIS | Technical & Administrative Management Information System |
| USAID | United States Agency for International Development       |
| VCFC  | Value Chain Finance Centre                               |

# I. INTRODUCTION AND PURPOSE

Development Alternatives, Inc. (DAI) is pleased to submit the following Monitoring and Evaluation Implementation Plan for the Financial Inclusion for Rural Microenterprises (FIRM) project. This document describes how FIRM shall maintain an efficient monitoring and evaluation (M&E) system to track project implementation efforts and desired results. The plan allows the project leadership team to plan and manage the process of assessing, adapting and reporting progress towards achieving FIRM desired results against established targets as well as testing the project development hypothesis and conceptual model. The FIRM M&E system will be:

- **Constructive:** Managers will use M&E data and reports to capture successes, understand failures, and adjust project emphasis or change implementation tactics accordingly.
- **Integrated:** FIRM will integrate performance monitoring into day-to-day project activities by assigning all technical personnel responsibility for monitoring and data collection.
- **Clear and sound:** Indicators, baselines, and targets will be unambiguous and linked directly to FIRM's causal model, which ties project activities, outputs, and outcomes to the achievement of the Kenya's Feed the Future goal.
- **Feasible:** FIRM will use indicators and targets that are practical and realistic to collect. Targets will be feasible and appropriate, but they will also be aggressive to achieve and exceed USAID's desired results.

This M&E Plan first provides a brief description of the project in terms of its goals, objectives, results framework, and development hypothesis (Annex I). Second, it outlines the key M&E roles and responsibilities as well as measures of success of the intended program results under each of the five project components, using the Performance Monitoring Plan, Feed the Future Monitoring System Indicators (Annex II), and Performance Indicator Reference Sheets (Annex III). Together, these sections demonstrate how FIRM will measure the contribution of the project towards achieving the overall Feed the Future goal to sustainably reduce poverty and hunger in Kenya

## II. PROJECT DESCRIPTION

Financial Inclusion for Rural Microenterprises (FIRM) - a five-year, \$18 million contract implemented by DAI - is designed to facilitate the expansion and innovation of financial services in four areas key to the development of Kenya's economic growth and prosperity: agriculture, clean/renewable energy, ICT, and policy reform. Gender, youth, and the very poor groups cut across all these areas. FIRM also capitalizes on opportunities that can potentially advance the frontier of financial services into, for example, water, health, and education, in order to benefit marginalized and excluded populations across Kenyan society.

### A. GOAL, OBJECTIVES AND OUTCOMES

The **goal** of the FIRM program is to expand access to affordable and convenient financial services to excluded groups throughout Kenya, particularly in rural areas. The program is intended to promote economic growth and significantly contribute to USAID/Kenya's Feed the Future goal to sustainably reduce poverty and hunger in Kenya. To achieve this goal, FIRM works in partnership with and supports a wide variety of commercial actors in the financial services industry, Government of Kenya agencies and stakeholders, associations, donors, business service providers, and consultants. FIRM developed the Financial Inclusion and Innovation Fund to underwrite costs associated with these partnerships. FIRM also continues to manage and grow USAID's Development Loan Guarantee program in each crucial implementation area.

FIRM's **objectives** are to:

- Increase ability of financial market players to better serve rural microenterprises and agricultural and energy value chains;
- Package innovative financial services models targeting rural off-farm and agricultural enterprises and designed to enhance sustainable production systems and food security;
- Improve financial market infrastructure and regulatory framework that facilitates expanded financial inclusion to the underserved rural and agricultural populations

The desired **outcome** of the FIRM project is that the partnerships formed with financial and nonfinancial sector participants will increase access to and affordability of financial products and services therefore boosting the performance of rural microenterprises in the Kenyan economy and improving the living standards of individuals, families, and small businesses previously excluded from finance such as farmers and other value chain actors.

## B. DEVELOPMENT HYPOTHESIS

In support of Kenya's Vision 2030 agenda and USAID's Feed the Future Initiative, FIRM works to help Kenya achieve food security — in terms of both the availability of food and consumers' ability to purchase it — by developing financial models that enable smallholders and micro small and medium-sized enterprises (MSMEs) to invest in improved production, processing, and marketing of staple foods and other important commercial crops. Targeted support is provided to partner financial institutions by way of financial product development, organizational capacity development to better understand and analyse the potential of agriculture and underserved markets, and incentives to encourage the adoption of such products and approaches. FIRM also supports policy and regulatory reform to improve the enabling environment for lending to these targeted populations. Therefore, if financial service providers gain the capacity to develop suitable products and services targeting rural microenterprises and marginalized groups, and government agencies are supported to create an enabling environment for financial inclusion, then access to financial services to farmers, marginalized groups, and rural microenterprises will increase and overall food security in Kenya will be improved.

## C. TARGET BENEFICIARIES

USAID Kenya, through the FIRM project, assists financial institutions to develop profitable financial products and services that target marginalized and excluded populations – rural microenterprises, farmers and other value chain actors. Improved market infrastructure and regulatory reforms also contribute to efficiency and risk management throughout the financial system, thereby supporting competition that expands outreach and lowers costs. FIRM also has an emphasis on women, youth (defined as those between the ages of 18 and 35), and the very poor groups in all the program components. All three groups are growing with Kenya's population; therefore, they represent an increasing yet underserved market in need of new products for financial inclusion that address their specific needs.

## D. IMPLEMENTATION APPROACH

In partnership with Kenyan institutions, FIRM designs profitable and sustainable financial services models focused on agriculture and rural microenterprises that enable agricultural-led economic growth, improve livelihoods, and contribute to overcoming food security challenges. FIRM is results-focused; prioritizes women, youth, and the very poor, and builds sustainable financial models and markets using innovative tools developed in—and refined for—the Kenyan financial sector. In summary, our approach:

**FOCUSES ON RESULTS:** FIRM applies a proven method for product development, institutional partnership, and Development Credit Authority (DCA) guarantee utilization that, over the life of the project, will result in at least \$500 million in new financing for the agricultural sector, clean energy, and micro, small, and medium-sized enterprises (MSMEs), enabling improved productivity and market linkages in at least six targeted value chains — benefitting at least 380,000 farmers and other agricultural value chain participants. FIRM will have at least 40 new financial products developed for agriculture, clean energy, youth, women, and the very poor, reaching hundreds of thousands of households. Regulatory reform and financial sector innovation will lead to the opening of five million new deposit accounts and 22,000 new rural points of service for conducting financial sector transactions. Improved market infrastructure, increased use of credit reference bureaus, and a new legal framework and collateral registry system, combined with new information and communications technology (ICT) applications, will further drive down the credit risks and transaction costs of lending. Expanded financial inclusion and efficiency will enable value chain actors to increase sales by 60 percent and rural families to increase incomes by at least 25 percent over the life of the project.

**PRIORITIZES WOMEN, YOUTH, AND THE VERY POOR:** FIRM designs financial models that address barriers and implement solutions to effectively reach and integrate women, youth, and the very poor into agricultural and financial markets in partnership with financial institutions, community groups, and value chain actors. Through outreach and product development, FIRM specialists ensure that optimal approaches for each segment are assessed, developed, implemented, and measured.

**SUSTAINABILITY:** FIRM works through — and builds the capacity of — Kenyan institutions to develop competitive financial products and services, focusing on models that cover costs and generate profit. Together, we develop products for value chains that dramatically expand profitable financial services for rural and agricultural sectors. FIRM builds the capacity within Kenyan financial institutions to assess and create opportunities in previously unbanked markets. With a focus on environmental as well as financial sustainability, we have scaled up viable clean energy enterprises and financing to dramatically increase the uptake of clean energy technologies in rural communities.

**APPLIES INNOVATIVE TOOLS:** FIRM uses four key tools to enable significant productivity gains, sales, job creation, and income growth for Kenyan firms, farmers, and families through financial market strengthening and expansion:

- FIRM established the **Financial Inclusion Innovation Fund (FIIF)** to stimulate and finance well-designed, demand-driven products, services, and finance channels; to build the institutional capacity of financial institutions; and to strengthen agricultural value chains to

enable them to access financial services. Through competitive procurements and innovation challenges, the FIIF is implemented through subcontracts and purchase orders and supports training for Kenyan institutions.

- FIRM created the **Value Chain Finance Center (VCFC)** jointly with Financial Sector Deepening (FSD) Kenya. The VCFC engages in quantitative analysis of various agricultural value chains, identifies financial gaps along the chain and presents financing opportunities to financial institutions. Eventually, the VCFC will also train and certify Kenyan firms and experts in quantitative value chain finance assessments and product development to build local capacity for ongoing advisory services in the financial sector. The VCFC will share findings through industry and stakeholder workshops and provide technical assistance for product pilot testing and roll-out.
- FIRM will increase the use of **DCAs**, developing innovative guarantees with the VCFC, in clean energy and ICT. We will continue to work with financial institutions to develop products customized for youth and women. FIRM will continue to expand its partnerships to have third parties finance the credit subsidies required to underwrite DCAs.
- FIRM will continue to develop partnerships through extensive use of **Global Development Alliances (GDAs)**. These formal relationships will leverage resources and facilitate local market actors to provide services to one another

## E. RESULTS FRAMEWORK

FIRM's Results Framework is derived from the overall USAID/Kenya Feed the Future Results Framework with guidance from the Agriculture Business and Environment Office (ABEO) Performance Management Plan (PMP) and FIRM's Causal Model. The framework graphically outlines the logical relationships between different levels of results, showing how performance indicators at FIRM level contribute to results achieved at Mission level. The RF can be found in Annex I.

# III. M&E IMPLEMENTATION PLAN

## A. STAFFING AND MANAGEMENT

The M&E/DCA manager is responsible for managing the PMP. She is supported by the data analyst, the database coordinator and the communications coordinator, who assist with data collection, verification, processing and reporting. The M&E/DCA manager is responsible for developing a monitoring and evaluation support system and providing up-to-date implementation information that:

- Tracks workplan progress towards agreed upon milestones, implementation, and follow-up actions;
- Monitors partner performance against established performance indicators;
- Monitors achievement of performance indicators used to meet USAID/Kenya's objectives; and
- Generates reports and documentation required for DCA, MRR and Feed the Future (FTF) Monitoring and Evaluation System reporting requirements.

## B. M&E ROLES AND RESPONSIBILITIES

To foster inclusivity in implementation of monitoring and evaluation, the entire project management team will have a role to play in tracking and managing performance of the project. Key roles will revolve around quality control, performance and monitoring for results, as described below.

### 1. SENIOR MANAGEMENT

The Chief of Party (COP) provides overall leadership to FIRM implementation in terms of oversight, support, and quality control for the performance of technical staff engaged in each of the project components. He is also responsible for sharing project progress with the Government of Kenya, USAID, and other stakeholders. The COP plays a critical M&E role in overseeing the implementation of FIRM's Monitoring and Evaluation Plan, ensuring that the project achieves its objectives. The COP also oversees the adaptation of project activities based on learning throughout the program and ensures that project activities are socially and environmentally sound. The FIRM senior management team, which includes the Rural & Agriculture Product Development Specialist, the Contracts Manager and the M&E Manager, ensure that the M&E results are shared among staff and partners, enabling them to make strategic decisions as well as necessary adjustments to program implementation.

### 2. FIRM M&E TEAM

The M&E Manager coordinates the implementation of the M&E plan, provides overall leadership in tracking, analysis and reporting, and facilitates the use of project data to inform management decisions. The database coordinator is responsible for validation, entry

and safe storage of project M&E data. He updates and manages the project database, Technical and Administrative Management Information System (TAMIS), and assists with report preparation. This system automates data collection, storage, analysis, and reporting. The M&E team will also make field trips to verify and validate the data collection process to ensure high data quality standards. The M&E team works closely with the FIRM Technical Team to ensure accurate, quality data collection and reporting.

## C. MONITORING AND REPORTING

Project monitoring involves field visits as well as a more rigorous and systematic data collection and analysis process in order to monitor for results and track progress. To effectively monitor for results, three levels of monitoring will be undertaken:

- a) Regular monitoring of program implementation is the responsibility of the COP, M&E team, Technical Team, partner financial and non-financial institutions, and project beneficiaries. The Technical Team will share with FIRM management and M&E team their observations regarding the progress of implementation through monthly updates and reports. Difficulties faced during implementation shall be shared with partners at the weekly Technical, M&E and Communications meetings which are attended by all FIRM Technical, M&E and Communications staff. Review of the same will be done during quarterly review meetings with the USAID COR to evaluate progress of implementation based on observations made. If needed, the M&E team, in collaboration with technical project staff, will undertake process evaluation based on planning assumptions to ascertain the cause of delays in implementation.
- b) Periodic monitoring will be done by the M&E team and the FIRM management team. Periodic site visits will be based on random or purposive sample of on-going or completed activities. Periodic monitoring will enable project implementers and beneficiaries to validate the quality of reported data as well as monitor for results.
- c) Managing for Results (Performance Management) is the key process through which the FIRM team will learn as we implement. Managing for Results involves a systematic process of monitoring the achievements of FIRM activities; analyzing performance information to track progress toward planned results; using performance information and evaluations to influence decision-making and resource allocation; and communicating results to advance organizational learning and to inform stakeholders.

## IV. PROJECT EVALUATION

In line with USAID and DAI evaluation policies, the project will undertake mandatory evaluations. FIRM will undergo two major evaluations during the Life of Project: a mid-term evaluation will be carried out half-way through project implementation to assess whether or not FIRM is on track towards achieving its goal as outlined during project formulation phase. This will be an external evaluation commissioned by USAID; FIRM management will be responsible for organizing the practicalities. An evaluation by USAID at the end of FIRM's project cycle will be useful in formulating recommendations for the project's next phase (if applicable), or to formulate a new project or programme.

#### A. MID-TERM EVALUATION

Around the end of the 30th month of the project, USAID will conduct a mid-term evaluation of the FIRM project. It will be both retrospective and prospective, assessing FIRM's progress and effectiveness thus far and ensuring it is on track towards achieving its overall goal. FIRM will provide technical, personnel, and other support to the evaluator or team of evaluators selected by USAID for the assessment. This will be a Performance Evaluation to assess how FIRM is being implemented, how FIRM is perceived and valued by all stakeholders, whether or not the expected results are occurring, whether or not FIRM is meeting its set targets and to answer any other questions related to FIRM's design, management and operational decision making. The results of this evaluation will assist FIRM to figure out what is working and what is not and to effectively, efficiently plan its activities for the rest of the project cycle. It will also enable FIRM to provide constructive feedback to its staff and implementing partners.

#### B. END-TERM EVALUATION

During or after the final year of the FIRM project, USAID will carry out an Impact Evaluation; this will measure development outcomes that are attributable to FIRM's intervention and the sustainability of the programme long after the Life of the Project.

#### C. SPECIAL STUDIES

In collaboration with the VCFC, FIRM will carry out specialized technical studies to inform policy, design and project implementation process. The focus of these studies will be determined through gap analysis, review and reflection sessions. Assessment of project impact on gender, youth and the very poor, agricultural value chain assessments and environmental analyses will form part of the focused studies. These studies will generate empirical knowledge that will inform FIRM's activities targeting FTF commodity value chains.

## V. DATA MANAGEMENT AND REPORTING

The Technical and Administrative Management Information System (TAMIS) is FIRM's main data management system. TAMIS is a comprehensive reporting system that allows project staff and DAI home office to access project information. Summary reports will be made available to USAID and other key FIRM stakeholders. The system will fulfil USAID's standard reporting requirements and will capture:

- Key partner details and capacities
- Progress reporting from consultants and FIRM's partners
- Output and quality assurance reporting from FIRM's partners
- Essential project documentation

### A. DATA CODING, ENTRY AND STORAGE

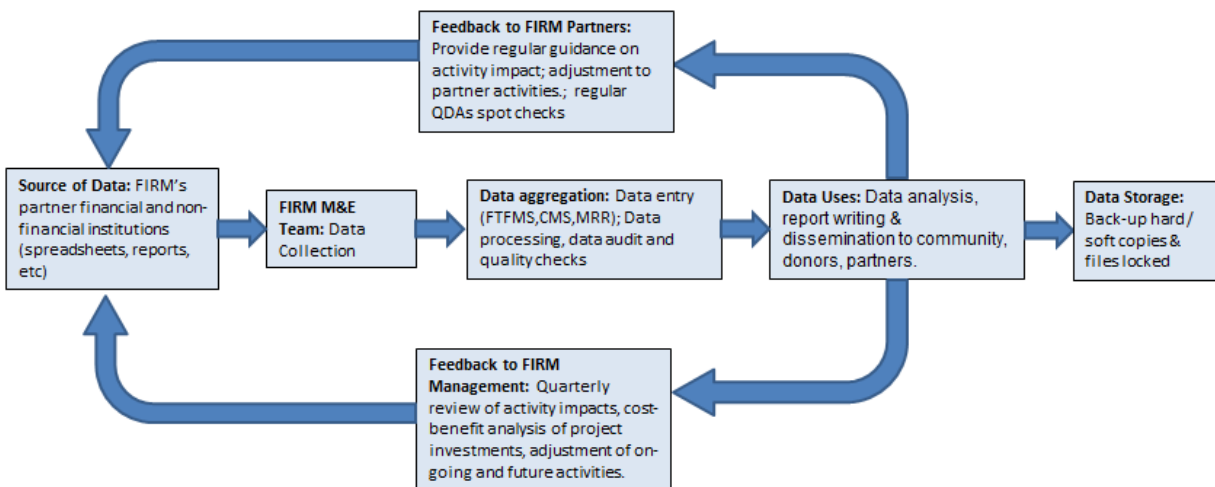
All project data will be entered into the TAMIS, the Feed the Future Monitoring System (FTFMS), the Credit Management System (CMS) and the Microenterprise Results Reporting (MRR) System in accordance with USAID reporting requirements. FTFMS is an on-line reporting system that captures project performance information against key indicators. It enables various U.S. Government agencies to report into a common M&E system. CMS is an on-line, internet-based reporting system designed to collect crucial information about DCA guarantee loan portfolios. It is a platform for interaction between the financial institutions, USAID missions and the Office of Development Credit (ODC) to ensure credit compliance and monitoring. The ODC provides user access to new DCA partners to enable the reporting process.

FIRM M&E team performs routine checks in CMS to ensure accuracy and timeliness of data entered into CMS by financial institutions, ensure that the Origination and Utilization Fees are paid on time and schedules CMS user training sessions for new DCA partners. MRR is an online reporting system that tracks USAID's progress towards achieving congressionally mandated funding targets and monitors the results of USG assistance to the microenterprises sector. Annually, the FIRM M&E Manager reports all of FIRM's microenterprise activity and results against funds obligated for that fiscal year. Hard copies of data collection sheets are stored in the FIRM project office. An electronic back-up is generated weekly to ensure data security and minimize data loss. The FIRM Database Coordinator provides access at different levels for various users in order to ensure data security and confidentiality. Only FIRM's management team and the Database Coordinator will have access to enter and change data.

## B. DATA FLOW

Data collection is routinely and periodically carried out by the Technical and M&E teams. Implementation data (e.g. value of loans disbursed, number of beneficiaries, etc.) is collected by the M&E team from partner financial and non-financial institutions. Going forward, Annual surveys will be coordinated by the M&E team and will involve the Technical team and partners. The M&E team will design data collection tools and train/mentor survey enumerators (when and if out-sourced) and other data collectors to collect and forward the data to the M&E unit to process, aggregate, and carry out data quality checks before analysis and dissemination. FIRM will continue to encourage partners to disaggregate data with regards to gender, age, and Feed the Future Zones of Influence (HRI and SA2). Data analysis will be done periodically and will be shared during review and reflection sessions. Based on the analyzed data, the M&E team will constantly provide feedback to all the stakeholders. The analyzed data will also be used to inform and build on FIRM's learning agenda.

**Figure 1: Data Flow Chart**



## C. DATA QUALITY MANAGEMENT

To verify the quality and consistency of the data collected and disseminated, the M&E team will conduct both regular and periodic data quality assessments. The FIRM Data Analyst will carry out regular data quality assessments (DQAs) by reviewing all data received from implementing partners. The M&E team will also conduct regular site visits to authenticate the information reported by all FIRM's partners. Periodically, DQAs will be conducted by a USAID sub-contractor. These assessments will involve a review of validity, reliability, completeness and timeliness of data as well as the data management and reporting. Based on observations and

recommendations from the DQA, corrective measures will be taken as needed, such as modifying data collection tools, the methodology, and the strategy so as to strengthen the project M&E system. The FIRM M&E team will also undertake regular internal DQAs to ensure that the project data meets the required standards regarding validity, reliability, completeness, precision, and timeliness. In addition, all data entered into TAMIS will be double-checked to facilitate data cleaning and ensure accuracy. FIRM will perform mini-audits on partners' files to ensure accuracy and transparency of data reported. The Report Card System will provide parameters within which FIRM will assess the performance (or lack thereof) of our partners and encourage feedback from FIRM to our partners and vice versa.

## D. DISSEMINATION PLAN

M&E reports will be shared internally and with USAID through existing information sharing networks. In addition, the project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Identifying and analyzing lessons learned will be an on-going process, and the project management will continuously emphasize the need to share such lessons. FIRM's partners will be encouraged to document and report lessons learned and disseminate them on an on-going basis, particularly during annual reviews/reporting cycles.

# VI. LEARNING AGENDA

The FIRM monitoring, evaluation, and reporting system prioritizes collaboration with donors, partners, the Government of Kenya, and other stakeholders to maximize cost effectiveness of data collection, ensure use of existing information, and avoid duplication of project efforts. This cycle of planning, implementation, monitoring, research, and re-examination of actions will enable real-time feedback that provides project management and USAID with information on the premise of their choices, results of past management decisions, and present conditions. Therefore, FIRM's learning agenda will focus on the following key areas:

**Activities/Inputs:** Are FIRM's activities geared towards meeting the needs of target groups? What is the nature of relationships between the various actors in FIRM's selected commodity value chains? Who are the potential partners for each activity and what is their capacity to fully implement strategic plans, policies, and procedures facilitated by FIRM?

**Processes/Implementation:** How is the FIRM project progressing towards achievement of

desired results or set targets? To what extent are planned activities being realized? Are all inputs, processes, and outputs on track and are milestones being met? Are activity reports and implementation plans from consultants presented (literally and/or orally) to stakeholders in a format and manner that meets USAID standards? To what extent are the key stakeholders providing support and involvement needed to achieve results?

**Efficiency:** How efficient are FIRM's processes and strategies? Are the costs reasonable? What is the ratio of inputs to outputs? Is there an alternative, more efficient way that project activities can be implemented to maximize output? Does FIRM periodically carry out a cost-benefit analysis of its investment in Financial Inclusion and Innovation Fund technical activities against the outputs or outcomes of these activities? Are the activities and processes leading to desired outputs and outcomes?

**Effectiveness:** To what extent are FIRM's FtF indicators measuring the difference between desired and actual project performance? How do key stakeholders know that observed change is as a result of FIRM's intervention? Are target value chain actors and other rural microenterprises affording and accessing credit as a result of FIRM's intervention? Are they using the credit to enhance productivity or is it diverted? Is FIRM's Kenya government policy reform agenda enabling an environment that supports rural microenterprises? Do FIRM's activities promote competition among actors along its target value chains? To what extent are desired results being achieved?

**Sustainability:** How sustainable are FIRM's interventions? Have the partner financial and non-financial institutions owned the strategies and processes developed as a result of USG assistance? What are the signs of sustainability? Is FIRM's exit strategy clear? What sustainability-related plans and/or activities are in place?

**Identifying strengths and weaknesses:** Where does the project need improvement to operate efficiently and effectively? How effective is FIRM's implementation plan in facilitating change? How can ALL project stakeholders work together to ensure FIRM's success?

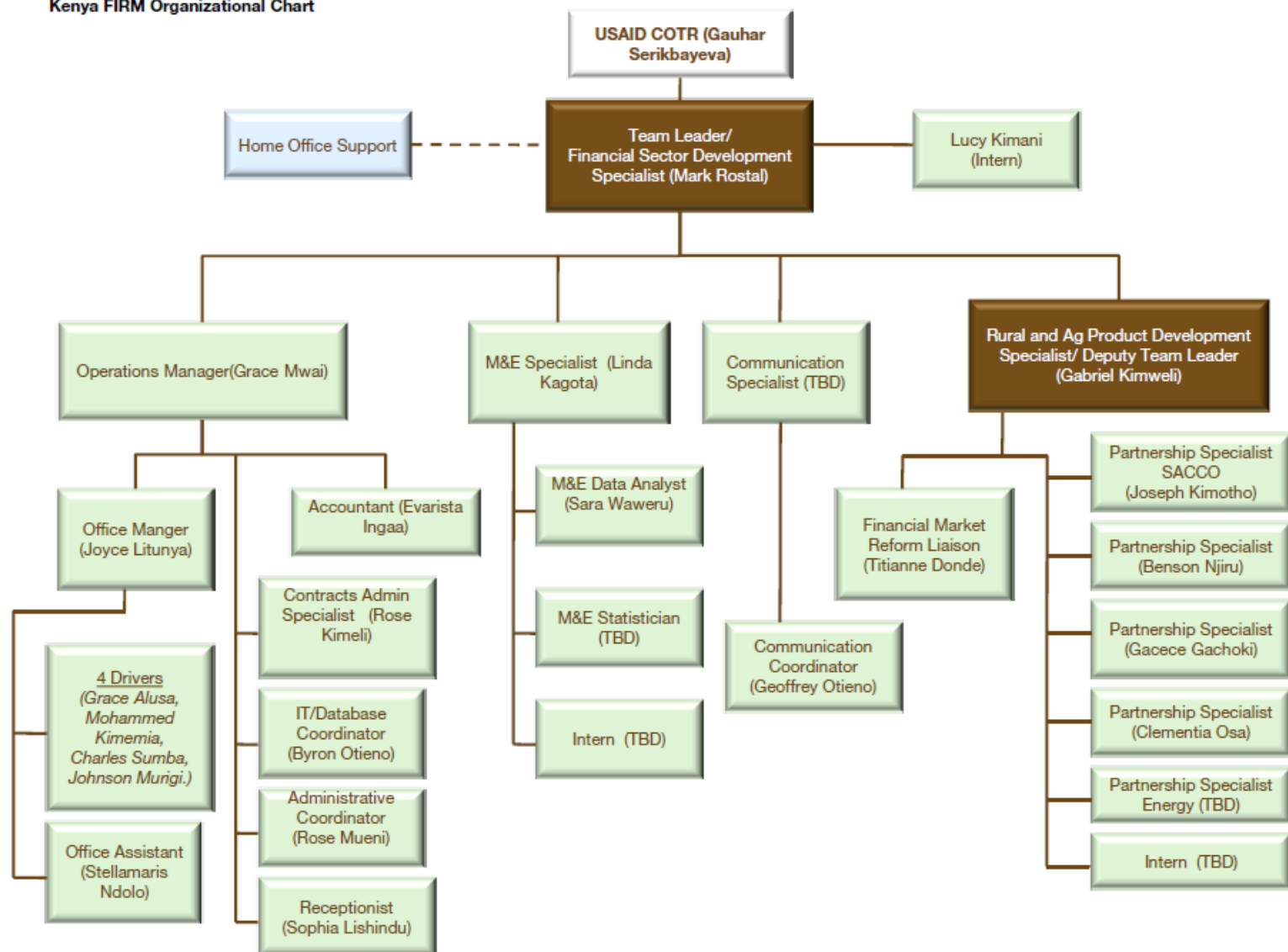
**Stakeholder/Audience Analysis:** FIRM's key M&E audiences include USAID, the Government of Kenya, the FIRM project team, partner financial and non-financial institutions and target clients (rural microenterprises). The table below outlines the information needs of each audience, use of the information, when the information is required and how it should be presented or communicated:

**Table 1: Stakeholder/Audience Analysis**

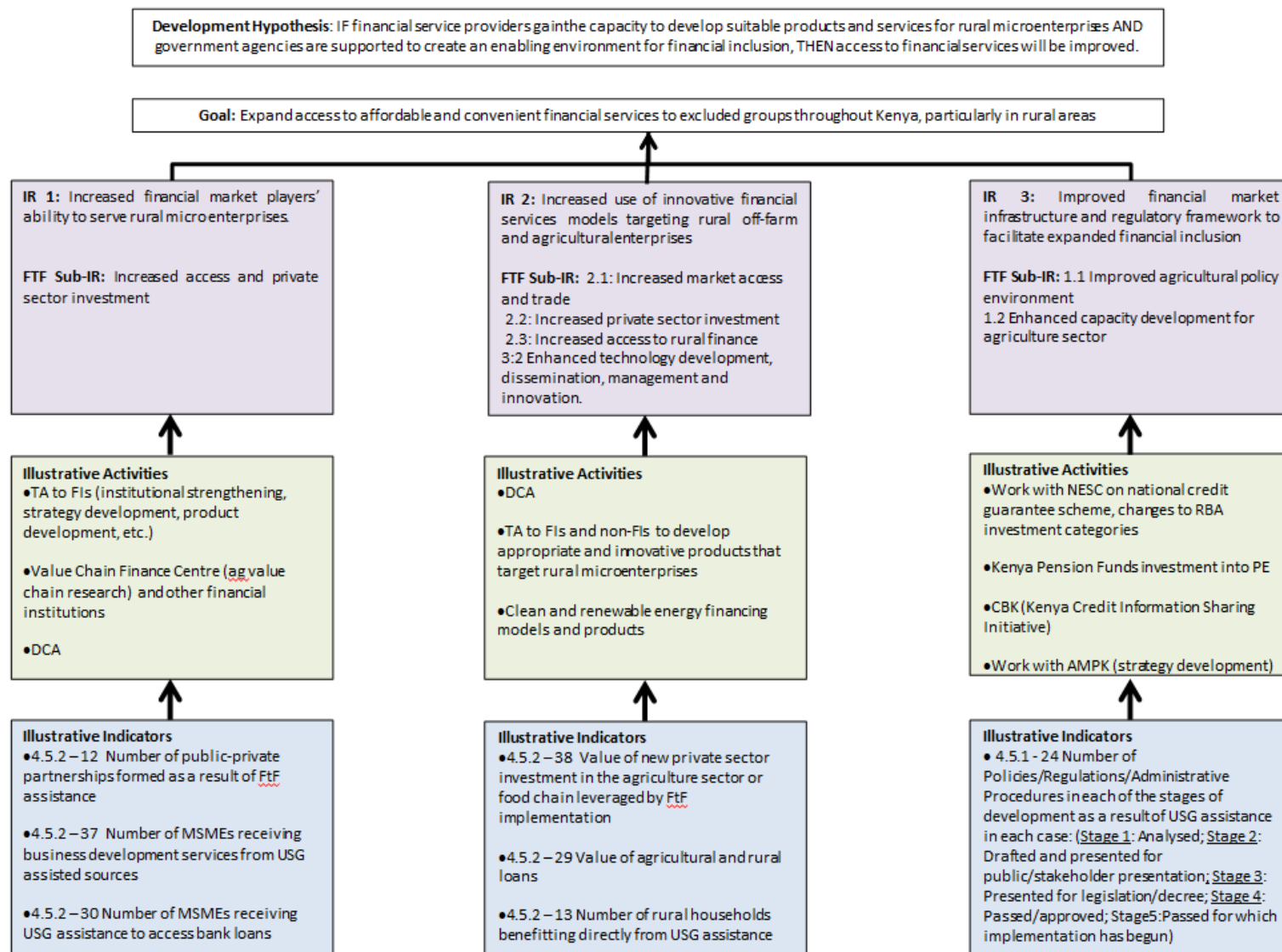
| Audience   | WHAT information is required(audience needs and interests)  | WHY is the information required   | WHEN is the information required      | HOW will information be communicated (format)  |
|--|---|---|---------------------------------------|--|
| USAID  | <ul style="list-style-type: none"> <li>• Evaluation data/reports</li> <li>• Results (Targets and actuals)</li> <li>• Inputs vs. outputs</li> <li>• Target beneficiaries</li> <li>• Achievements</li> <li>• Disaggregated data</li> </ul>                    | <ul style="list-style-type: none"> <li>• Financial monitoring</li> <li>• Performance monitoring</li> <li>• Track critical milestones</li> <li>• Accountability to US taxpayers</li> </ul>   | Quarterly, semi-annually and annually | <ul style="list-style-type: none"> <li>• FIRM Quarterly and annual reports (narrative reports)</li> <li>• Feed the Future Monitoring System (FTFMS)</li> <li>• Microenterprise Results Reporting System (MRR)</li> <li>• Performance Indicator Reference Sheets (PIRS)</li> <li>• Quarterly review meetings</li> <li>• Evaluation reports</li> </ul> |
| DAI  | <ul style="list-style-type: none"> <li>• Monitoring data</li> <li>• Activities implemented</li> <li>• Output/outcome/impact data</li> <li>• Planned interventions</li> <li>• Partnerships, roles &amp; responsibilities</li> <li>• Target groups</li> </ul> | <ul style="list-style-type: none"> <li>• Improve reporting accountability &amp; responsibility</li> <li>• Strengthen partnerships</li> <li>• Policy influence</li> <li>• Advocacy</li> <li>• Collaboration &amp; support planning</li> <li>• Capacity building</li> <li>• Learning and adaptive management</li> </ul> | Quarterly and annually                | <ul style="list-style-type: none"> <li>• Quarterly/annual reports/evaluations</li> </ul>   |
| Partner Financial and non-financial institutions | <ul style="list-style-type: none"> <li>• Activities implemented</li> <li>• Ways of involvement</li> <li>• Roles/responsibilities</li> <li>• Sustainability of the support</li> <li>• Performance measures</li> </ul>  | <ul style="list-style-type: none"> <li>• Improve on existing local policies, processes and procedures</li> <li>• Enhance implementation</li> <li>• Empower / strengthen partnerships for program sustainability</li> <li>• Take corrective action</li> </ul>  | Quarterly and annually                | <ul style="list-style-type: none"> <li>• Quarterly reports</li> <li>• Monthly &amp; Quarterly meetings</li> </ul>  |

|                      |   |   |                        |  |
|----------------------|---|---|------------------------|--|
| FIRM Management Team | <ul style="list-style-type: none"> <li>• Financial updates</li> <li>• Project progress</li> <li>• Cost of implementation</li> <li>• Beneficiaries reached</li> <li>• Activities implemented</li> <li>• Indicator status report</li> </ul> | <ul style="list-style-type: none"> <li>• Track burn rates(financial monitoring)</li> <li>• Track outputs and outcomes of FIIF activities (performance monitoring)</li> <li>• Report results to key project stakeholders</li> <li>• Document performance and learning process</li> <li>• Quality control and overall project management</li> </ul> | Monthly                | <ul style="list-style-type: none"> <li>• Monthly reports (Consolidated and updated Week-Aheads and Activity Sheets)</li> <li>• FIRM Management Meetings (weekly)</li> <li>• Technical, M&amp;E and Communications meetings (Weekly)</li> <li>• FIRM team review and reflection sessions (bi-weekly)</li> </ul> |
| Beneficiaries        | <ul style="list-style-type: none"> <li>• financial products and services available</li> <li>• Results achieved</li> <li>• Role &amp; responsibilities</li> <li>• Project progress</li> </ul>  | <ul style="list-style-type: none"> <li>• Understand the impact of the FIRM project on their lives and livelihood, and how they can participate in such efforts to improve their own lives</li> </ul>  | Quarterly and Annually | <ul style="list-style-type: none"> <li>• Community briefings</li> <li>• Project publications (newsletters, website, success stories, etc)</li> <li>• Field visits</li> </ul>   |

Kenya FIRM Organizational Chart



# ANNEX I: FIRM RESULTS FRAMEWORK



## ANNEX II: FEED THE FUTURE MONITORING SYSTEM (FIRM INDICATORS)

| Indicator Data   |                |  |         |             |         |             |         |             |             |
|--|----------------|--|---------|-------------|---------|-------------|---------|-------------|-------------|
| Current Selection  |                |  |         |             |         |             |         |             |             |
| Prime Partner :  |                | Development Alternatives, Inc.                       |         |             |         |             |         |             |             |
| Implementing Mechanism :   |                | Financial Inclusion for Rural Microenterprise (FIRM) |         |             |         |             |         |             |             |
| Current status   |                |  |         |             |         |             |         |             |             |
| OU Data Entry  |                |  |         |             |         |             |         |             |             |
| Selected Tab Name  |                |  |         |             |         |             |         |             |             |
| Indicator Data   |                |  |         |             |         |             |         |             |             |
| Indicator / Disaggregation   | Baseline Value | 2011 Actual  |         | 2012 Actual |         | 2013 Target |         | 2014 Target | 2015 Target |
|  |                | PPR  | Updated | PPR         | Updated | PPR         | Updated | PPR         | PPR         |
| 4.5.2(5): Number of farmers and others who have applied new technologies or management practices as a result of USG assistance   |                |  |         | 36,523      |         | 50,000      | 104,700 | 189,400     | 279,900     |
| New/Continuing   |                |  |         | 36,523      |         | 50,000      | 104,700 | 189,400     | 279,900     |
| New  |                |  |         | 36,523      |         | 50,000      | 70,000  | 90,000      | 100,000     |
| Continuing   |                |  |         |             |         |             | 34,700  | 99,400      | 179,900     |
| Disaggregates Not Available  |                |  |         |             |         |             |         |             |             |
| Sex  |                |  |         | 36,523      |         | 50,000      | 104,700 | 189,400     | 279,900     |
| Male   |                |  |         | 28,006      |         | 25,000      | 52,350  | 85,230      | 111,960     |
| Female   |                |  |         | 8,517       |         | 25,000      | 52,350  | 104,170     | 167,940     |
| Disaggregates Not Available  |                |  |         |             |         |             |         |             |             |
| 4.5.2(11): Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance |                |  |         | 313         |         |             | 400     | 450         | 450         |
| Type of organization   |                |  |         | 313         |         |             | 400     | 450         | 450         |
| Private enterprises (for profit)   |                |  |         | 36          |         |             | 50      | 60          | 60          |
| Producers organizations  |                |  |         | 12          |         |             | 20      | 25          | 25          |
| Water users associations   |                |  |         | 21          |         |             | 40      | 45          | 45          |
| Women's groups   |                |  |         | 241         |         |             | 270     | 285         | 285         |

| Indicator / Disaggregation   | Baseline Value | 2011 Actual    |         | 2012 Actual |                | 2013 Target    |         | 2014 Target    | 2015 Target    |
|--|----------------|----------------|---------|-------------|----------------|----------------|---------|----------------|----------------|
|  |                | PPR            | Updated | PPR         | Updated        | PPR            | Updated | PPR            | PPR            |
| Trade and business associations  |                |                |         | 3           |                |                | 10      | 20             | 20             |
| Community-based organizations (CBOs)   |                |                |         |             |                |                | 10      | 15             | 15             |
| Disaggregates Not Available  |                |                |         |             |                |                |         |                |                |
| New/Continuing   |                |                |         | 313         |                | 400            | 400     | 450            | 450            |
| New  |                |                |         | 313         |                | 150            | 150     | 100            | 50             |
| Continuing   |                |                |         |             |                | 250            | 250     | 350            | 400            |
| Disaggregates Not Available  |                |                |         |             |                |                |         |                |                |
| <b>4.5.2(12): Number of public-private partnerships formed as a result of FTF assistance</b> |                |                |         | 28          |                | 10             |         | 10             | 10             |
| Agricultural production  |                |                |         | 5           |                | 6              |         | 6              | 6              |
| Agricultural post-harvest transformation   |                |                |         |             |                | 1              |         | 1              | 1              |
| Nutrition  |                |                |         |             |                |                |         |                |                |
| Access to credit/loan guarantee  |                |                |         |             |                | 3              |         | 3              | 3              |
| Multi-focus  |                |                |         |             |                |                |         |                |                |
| Other  |                |                |         | 23          |                |                |         |                |                |
| Disaggregates Not Available  |                |                |         |             |                |                |         |                |                |
| <b>4.5.2(13): Number of rural households benefiting directly from USG interventions</b>      |                | 245,000        |         |             | 212,000        | 300,000        |         | 380,000        | 450,000        |
| <b>New/Continuing</b>  |                | <b>245,000</b> |         |             | <b>212,000</b> | <b>300,000</b> |         | <b>380,000</b> | <b>450,000</b> |
| New  |                | 185,000        |         |             | 212,000        | 300,000        |         | 380,000        | 450,000        |
| Continuing   |                | 60,000         |         |             |                |                |         |                |                |
| Disaggregates Not Available  |                |                |         |             |                |                |         |                |                |
| <b>Gendered Household Type</b>   |                | <b>245,000</b> |         |             | <b>212,000</b> | <b>300,000</b> |         | <b>380,000</b> | <b>450,000</b> |
| Adult Female no Adult Male (FNM)   |                |                |         |             | 102,396        | 150,000        |         | 209,000        | 270,000        |
| Adult Male no Adult Female (MNF)   |                |                |         |             | 109,604        | 150,000        |         | 171,000        | 180,000        |
| Male and Female Adults (M&F)   |                |                |         |             |                |                |         |                |                |
| Child No Adults (CNA)  |                |                |         |             |                |                |         |                |                |
| Disaggregates Not Available  |                | 245,000        |         |             |                |                |         |                |                |

| Indicator / Disaggregation   | Baseline Value | 2011 Actual    |         | 2012 Actual    |         | 2013 Target    |         | 2014 Target    | 2015 Target    |
|--|----------------|----------------|---------|----------------|---------|----------------|---------|----------------|----------------|
|  |                | PPR            | Updated | PPR            | Updated | PPR            | Updated | PPR            | PPR            |
| <b>4.5.2(25): Number of people with a savings account or insurance policy as a result of USG assistance</b>              |                |                |         | 49,772         |         | 75,000         |         | 85,000         | 90,000         |
| <b>Type of account-policy</b>  |                |                |         | <b>49,772</b>  |         | <b>75,000</b>  |         | <b>85,000</b>  | <b>90,000</b>  |
| Savings  |                |                |         | 46,750         |         | 37,500         |         | 42,500         | 45,000         |
| Insurance  |                |                |         | 3,022          |         | 37,500         |         | 42,500         | 45,000         |
| Disaggregates Not Available  |                |                |         |                |         |                |         |                |                |
| <b>Sex of account owner or policy holder</b>   |                |                |         | 49,772         |         | 75,000         |         | 85,000         | 90,000         |
| Male   |                |                |         | 27,378         |         | 37,500         |         | 38,250         | 39,600         |
| Female   |                |                |         | 22,394         |         | 37,500         |         | 46,750         | 50,400         |
| Jointly-held   |                |                |         |                |         |                |         |                |                |
| Disaggregates Not Available  |                |                |         |                |         |                |         |                |                |
| <b>4.5.2(27): Number of members of producer organizations and community based organizations receiving USG assistance</b> |                |                |         | 113,228        |         | 200,000        |         | 250,000        | 300,000        |
| <b>Type of organization</b>  |                |                |         | 113,228        |         | 200,000        |         | 250,000        | 300,000        |
| Producer organization  |                |                |         | 30,728         |         | 80,000         |         | 125,000        | 180,000        |
| Non-producer-organization  |                |                |         | 82,500         |         | 120,000        |         | 125,000        | 120,000        |
| CBO  |                |                |         |                |         |                |         |                |                |
| Disaggregates Not Available  |                |                |         |                |         |                |         |                |                |
| <b>Sex</b>   |                |                |         | 113,228        |         | 200,000        |         | 250,000        | 300,000        |
| Male   |                |                |         | 88,845         |         | 100,000        |         | 112,500        | 120,000        |
| Female   |                |                |         | 24,383         |         | 100,000        |         | 137,500        | 180,000        |
| Disaggregates Not Available  |                |                |         |                |         |                |         |                |                |
| <b>4.5.2(29): Value of Agricultural and Rural Loans</b>  |                | 225,000,000.00 |         | 103,000,000.00 |         | 250,000,000.00 |         | 375,000,000.00 | 500,000,000.00 |
| <b>Type of loan recipient</b>  |                | 225,000,000.00 |         | 103,000,000.00 |         | 250,000,000.00 |         | 375,000,000.00 | 500,000,000.00 |
| Producers  |                |                |         |                |         | 150,000,000.00 |         | 243,750,000.00 | 350,000,000.00 |
| Local traders/assemblers   |                |                |         |                |         | 50,000,000.00  |         | 75,000,000.00  | 125,000,000.00 |
| Wholesalers/processors   |                |                |         |                |         | 25,000,000.00  |         | 37,500,000.00  | 25,000,000.00  |
| Others   |                |                |         |                |         | 25,000,000.00  |         | 18,750,000.00  |                |
| Disaggregates Not Available  |                | 225,000,000.00 |         | 103,000,000.00 |         |                |         |                |                |
| <b>Sex of recipient</b>  |                | 225,000,000.00 |         | 103,000,000.00 |         | 250,000,000.00 |         | 375,000,000.00 | 500,000,000.00 |
| Male   |                | 146,250,000.00 |         | 51,680,000.00  |         | 150,000,000.00 |         | 187,500,000.00 | 200,000,000.00 |
| Female   |                | 78,750,000.00  |         | 51,320,000.00  |         | 100,000,000.00 |         | 187,500,000.00 | 300,000,000.00 |

| Indicator / Disaggregation  | Baseline Value | 2011 Actual |         | 2012 Actual |         | 2013 Target |         | 2014 Target | 2015 Target |
|---|----------------|-------------|---------|-------------|---------|-------------|---------|-------------|-------------|
|   |                | PPR         | Updated | PPR         | Updated | PPR         | Updated | PPR         | PPR         |
| Joint   |                |             |         |             |         |             |         |             |             |
| n/a   |                |             |         |             |         |             |         |             |             |
| Disaggregates Not Available   |                |             |         |             |         |             |         |             |             |
| <b>4.5.2(30): Number of MSMEs, including farmers, receiving USG assistance to access loans</b>                          |                |             |         | 158,175     |         | 200,000     |         | 250,000     | 300,000     |
| Size of MSME  |                |             |         | 158,175     |         | 200,000     |         | 250,000     | 300,000     |
| Micro   |                |             |         | 158,175     |         | 100,000     |         | 150,000     | 200,000     |
| Small   |                |             |         |             |         | 50,000      |         | 62,500      | 80,000      |
| Medium  |                |             |         |             |         | 50,000      |         | 37,500      | 20,000      |
| Disaggregates Not Available   |                |             |         |             |         |             |         |             |             |
| Sex of owner  |                |             |         | 158,175     |         | 200,000     |         | 250,000     | 300,000     |
| Male  |                |             |         | 79,847      |         | 100,000     |         | 112,500     | 120,000     |
| Female  |                |             |         | 78,328      |         | 100,000     |         | 137,500     | 180,000     |
| Joint   |                |             |         |             |         |             |         |             |             |
| n/a   |                |             |         |             |         |             |         |             |             |
| Disaggregates Not Available   |                |             |         |             |         |             |         |             |             |
| <b>4.5.2(37): Number of MSMEs, including farmers, receiving business development services from USG assisted sources</b> |                |             |         | 38          |         | 50          |         | 65          | 65          |
| Size of MSME  |                |             |         | 38          |         | 50          |         | 65          | 65          |
| Micro   |                |             |         | 3           |         | 25          |         | 45          | 50          |
| Small   |                |             |         | 22          |         | 15          |         | 15          | 10          |
| Medium  |                |             |         | 13          |         | 10          |         | 5           | 5           |
| Disaggregates Not Available   |                |             |         |             |         |             |         |             |             |
| MSME Type   |                |             |         | 38          |         | 50          |         | 65          | 65          |
| Agricultural producer   |                |             |         | 12          |         | 20          |         | 30          | 35          |
| Input supplier  |                |             |         |             |         | 10          |         | 15          | 15          |
| Trader  |                |             |         |             |         | 5           |         | 10          | 10          |
| Output processors   |                |             |         |             |         | 5           |         | 5           | 5           |
| Non agriculture   |                |             |         |             |         |             |         |             |             |
| Other   |                |             |         | 26          |         | 10          |         | 5           |             |
| Disaggregates Not Available   |                |             |         |             |         |             |         |             |             |
| Sex of owner  |                |             |         | 38          |         | 50          |         | 65          | 65          |
| Male  |                |             |         | 1           |         | 5           |         | 10          | 20          |

| Indicator / Disaggregation   | Baseline Value | 2011 Actual |         | 2012 Actual |         | 2013 Target |         | 2014 Target | 2015 Target   |
|--|----------------|-------------|---------|-------------|---------|-------------|---------|-------------|---------------|
|  |                | PPR         | Updated | PPR         | Updated | PPR         | Updated | PPR         | PPR           |
| Female   |                |             |         | 1           |         | 15          |         | 25          | 30            |
| Joint  |                |             |         |             |         | 10          |         | 15          | 15            |
| n/a  |                |             |         | 36          |         | 20          |         | 15          |               |
| Disaggregates Not Available  |                |             |         |             |         |             |         |             |               |
| <b>4.5.2(38): Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation</b>   |                |             |         | 136,500,000 |         | 410,000,000 |         | 780,000,000 | 1,055,000,000 |
| New/Continuing   |                |             |         | 136,500,000 |         | 410,000,000 |         | 780,000,000 | 1,055,000,000 |
| New  |                |             |         |             |         | 280,000,000 |         | 400,000,000 | 500,000,000   |
| Continuing   |                |             |         |             |         | 130,000,000 |         | 380,000,000 | 555,000,000   |
| <b>4.5.1(24): Numbers of Policies/Regulations/Administrative Procedures in each of the following stages of development as a result of USG assistance in each case: (Stage 1/2/3/4/5)</b> |                |             |         | 5           |         | 2           |         | 2           | 2             |
| Sector   |                |             |         | 5           |         | 2           |         | 2           | 2             |
| Inputs   |                |             |         |             |         |             |         |             |               |
| Outputs  |                |             |         |             |         |             |         |             |               |
| Macroeconomic  |                |             |         | 5           |         | 2           |         | 2           | 2             |
| Agricultural sector-wide   |                |             |         |             |         |             |         |             |               |
| Research, extension, information, and other public service   |                |             |         |             |         |             |         |             |               |
| Food security/vulnerable   |                |             |         |             |         |             |         |             |               |
| Climate change adaptation or natural resource management (NRM) (ag-related)  |                |             |         |             |         |             |         |             |               |
| Disaggregates Not Available  |                |             |         |             |         |             |         |             |               |
| Stages of development  |                |             |         | 5           |         | 2           |         | 2           | 2             |
| Stage 1 of 5: Number of policies / regulations / administrative procedures analysed  |                |             |         | 2           |         | 1           |         |             |               |

| Indicator / Disaggregation  | Baseline Value | 2011 Actual |         | 2012 Actual |         | 2013 Target |         | 2014 Target | 2015 Target |
|---|----------------|-------------|---------|-------------|---------|-------------|---------|-------------|-------------|
|   |                | PPR         | Updated | PPR         | Updated | PPR         | Updated | PPR         | PPR         |
| Stage 2 of 5: Number of policies / regulations / administrative procedures drafted and presented for public/stakeholder consultation                      |                |             |         | 1           |         | 1           |         |             |             |
| Stage 3 of 5: Number of policies / regulations / administrative procedures presented for legislation/decreed  |                |             |         |             |         |             |         | 1           |             |
| Stage 4 of 5: Number of policies / regulations / administrative procedures prepared with USG assistance passed/approved                                   |                |             |         |             |         |             |         | 1           |             |
| Stage 5 of 5: Number of policies / regulations / administrative procedures passed for which implementation has begun                                      |                |             |         | 2           |         |             |         |             | 2           |
| Disaggregates Not Available   |                |             |         |             |         |             |         |             |             |
| <b>4.5.1(27): (CBLD 5) Score, in per cent, of combined key areas of organization capacity amongst USG direct and indirect local implementing partners</b> |                |             |         | 50.00       |         | 60.00       |         | 70.00       | 80.00       |
| Numerator: The total number of points scored  |                |             |         | 50.00       |         | 60.00       |         | 70.00       | 80.00       |
| Denominator: The total number of points possible  |                |             |         | 100.00      |         | 100.00      |         | 100.00      | 100.00      |

# ANNEX III: PERFORMANCE INDICATOR REFERENCE SHEETS

## Sub-IR 3.1: Sustainably Managed Natural Resource Base

|                               |   |
|-------------------------------|---|
| <b>FtF Goal:</b>              | Sustainably Reduce Poverty and Hunger in Kenya  |
| <b>Key Objective:</b>         | Inclusive Agricultural Sector Growth  |
| <b>Program Element 4.5.2:</b> | Agricultural Sector Productivity  |
| <b>Reporting Framework:</b>   | FtF   |
| <b>Indicator 4.5.2 – 5:</b>   | <b>Number of farmers and others who have applied new technologies or management practices as a result of USG assistance</b> |
| <b>Project:</b>               | Financial Inclusion for Rural Microenterprises (FIRM)   |

### DESCRIPTION

**Precise definition (s):** This indicator measures the total number of farmers, ranchers and other primary sector producers (food and non-food crops, livestock products, wild fisheries, aquaculture, agro-forestry, and natural resource-based products are included), individual processors (not firms), rural entrepreneurs, managers and traders, natural resource managers that applied new technologies anywhere within the food and fiber system as a result of USG assistance. This includes innovations in efficiency, value-addition, post-harvest management, sustainable land management, forest and water management, managerial practices, input supply delivery. Any technology that was first adopted in a previous year should not be included. Technologies to be counted here are agriculture-related technologies and innovations including those that address climate change adaptation and mitigation (including, but not limited to, carbon sequestration, clean energy, and energy efficiency as related to agriculture). In the case where, for example, a farmer applies more than one innovation as a result of USG assistance, they are still only counted once. Also, if more than one adult farmer in a household is applying new technologies, count all the adult farmers. This indicator is to count individuals who applied new technologies, whereas indicator #4.5.2-28 is to count firms, associations, or other group entities applying new technologies.

**Unit of Measure:** Number

#### Disaggregated by:

- Gender
- Type of person:
  - Producers (e.g., farmers, fishers, pastoralists, ranchers)
  - People in firms (e.g., processors, service providers, manufacturers)
  - People in government (e.g., extension workers, policymakers)
- New/Continuing
  - New = This reporting year is the first year the person applied the new technology or management practice
  - Continuing = The person first applied the new technology or practice in the previous year and continues to apply it
- Type of technology or management practice introduced

**Justification/Management Utility:** Technological change and its adoption by different actors in the agricultural supply chain will be critical to increasing agricultural productivity and alleviating food insecurity.

#### PLAN FOR DATA ACQUISITION BY USAID

**Data Collection Method:** From partner financial institutions' records. FIRM supports the development of new financial products and services that cater to marginalized, excluded, and rural new clients. Access to these financial resources encourages and enables the adoption of new technologies and improved management practices. Through data received from FIRM's partner financial and non-financial institutions, we shall count the number of farmers and others who have accessed financial services, through FIRM's support, and as a result are using modern and improved energy solutions and/or better management practices. Likewise, we shall count the number of farmers and others with improved access to financial services as a result of ICT innovations supported by FIRM. We will utilize appropriate sampling methods to validate reported data as well as develop estimates for disaggregation of total numbers.

**Timing/Frequency of Data Acquisition:** Collected and reported quarterly

**Estimated Cost of Data Collection:** TBD

**Responsible Organizations/Individual(s):** DAI M&E/PMP Manager, Linda Kagota

**Responsible Individual(s) USAID:** Benson Kimithi, Beatrice Wamalwa, Albert Waudu

#### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** Reporting on this indicator relies on the provision of loan information from FIRM partners; the content of each partner's data is varied and the project assumes farmers and others are accessing these newly available loans to finance the adoption of previously unavailable technologies. Partners provide data regarding new loans each reporting period. There is the potential that the same farmer may be counted twice if they receive multiple loans during the life of the project; however, the total impact of this redundancy should be minimal given the overall volume of loans. In terms of disaggregating this indicator by "new" and "continuing," the partners do not report whether previous loans are in default. Therefore, there is a risk of over-reporting on continuing clients. The data provided by partners does not give a breakdown by household compositions; therefore, it is likely that the overall number of total impacted individuals is somewhat under-reported.

**Actions Taken or Planned to Address Data Limitations:** In order to mitigate the possibility of over-reporting on continuing loans, FIRM will discount the continuing number by applying an estimate current non-performing loan rate. When sampling is conducted on partners' data, FIRM will reduce the overall reported new loan number by the percentage of those identified to hold "multiple loans" or deviated the funds for other uses. Likewise, FIRM will adjust overall reported number to account for the household composition determined during the sampling process.

**Date of Future Data Quality Assessments:** FY 2013, to be scheduled by USAID ABEO.

**Procedure for Future Data Quality Assessments:** External DQA to be schedule by USAID ABEO.

#### PLAN FOR DATA ANALYSIS, REVIEW & REPORTING

**Data Analysis:** Computer-based statistical analysis and qualitative analysis of reports from partner financial institutions

**Presentation of data:** Comparison of targets with actual performance for each fiscal year presented in the Performance

**Review of Data:** Done through meetings with partner financial institutions and field visits. COR and FIRM M&E Manager review data for accuracy quarterly at reporting time

OTHER NOTES

**Location of Data Storage:** USAID/FIRM database (TAMIS)

**Other notes:** None

| Performance Target Data Table                         |          |            |        |               |               |                |        |                |        |                |        |
|---|----------|------------|--------|---------------|---------------|----------------|--------|----------------|--------|----------------|--------|
|   | Baseline | Y1: FY2011 |        | Y2: FY2012    |               | Y3: FY2013     |        | Y4: FY2014     |        | F5: FY2015     |        |
|   | 0        | Target     | Actual | Target        | Actual        | Target         | Actual | Target         | Actual | Target         | Actual |
|   |          | N/A        | N/A    | 10,000        | 36,523        | 104,700        |        | 189,400        |        | 279,900        |        |
| <b>New / Continuing</b>                               |          |            |        | <b>10,000</b> | <b>36,523</b> | <b>104,700</b> |        | <b>189,400</b> |        | <b>279,900</b> |        |
| New   |          |            |        | 10,000        | 36,523        | 70,000         |        | 90,000         |        | 100,000        |        |
| Continuing  |          |            |        | -             | -             | 34,700         |        | 99,400         |        | 179,900        |        |
| <b>Gender</b>   |          |            |        | <b>10,000</b> | <b>36,523</b> | <b>104,700</b> |        | <b>189,400</b> |        | <b>279,900</b> |        |
| Male  |          |            |        | -             | 28,006        | 52,350         |        | 85,230         |        | 111,960        |        |
| Female  |          |            |        | -             | 8,517         | 52,350         |        | 104,170        |        | 167,940        |        |
| <b>THIS SHEET LAST UPDATED ON: September 30, 2013</b> |          |            |        |               |               |                |        |                |        |                |        |

### Sub-IR 3.3: Increased Access to Rural Finance

**FtF Goal:** Sustainably Reduce Poverty and Hunger in Kenya

**Key Objective:** Inclusive Agricultural Sector Growth

**Program Element 4.5.2:** Agricultural Sector Productivity

**Reporting Framework:** FtF MYS Results Framework

**Indicator 4.5.2 – 11:** **Number of food security private enterprises (for profit), producer organizations, water users associations, women's groups, trade and business associations, and community-based organizations receiving USG assistance**

**Project:** Financial Inclusion for Rural Microenterprises (FIRM)

#### DESCRIPTION

**Precise definition (s):** Total number of private enterprises, producers' associations, cooperatives, producers organizations (farmer groups), water users associations, women's groups, trade and business associations and community-based organizations, including those focused on natural resource management, that received USG assistance related to food security during the reporting year. This assistance includes support that aims at organization functions, such as member services, storage, processing and other downstream techniques, and management, marketing and accounting. "Organizations assisted" should only include those organizations for which implementing partners have made a targeted effort to build their capacity or enhance their organizational functions.

In the case of training or assistance to farmer's association or cooperatives, individual farmers are not counted separately, but as one entity.

**Unit of Measure:** Number

**Disaggregated by:**

Type of organization: Private enterprises, producers' associations (farmer groups), cooperatives, producers' organizations, water users associations, women's groups, trade and business associations and community-based organizations.

Types of Organizations:

- Private enterprises (for profit)
- Producer organizations
- Water user associations
- Women's groups
- Trade and Business Associations
- Community-based organizations (CBOs)

New/Continuing:

- New = the entity is receiving USG assistance for the first time during the reporting year
- Continuing = the entity received USG assistance in the previous year and continues to receive it in the reporting year

**Justification/Management Utility:** Tracks civil society capacity building that is essential to building agricultural sector productivity.

| PLAN FOR DATA ACQUISITION BY USAID  |
|---|
| <p><b>Data Collection Method:</b> Records of all capacity building and TA activities for FIRM's partners are collected through FIRM's own records and reporting by FIRM'S partner financial institutions as well as partner business service providers.</p> <p><b>Timing/Frequency of Data Acquisition:</b> Collected and reported quarterly</p> <p><b>Estimated Cost of Data Collection:</b> TBD</p> <p><b>Responsible Organizations/Individual(s):</b>DAI M&amp;E/PMP Manager, Linda Kagota</p> <p><b>Responsible Individual(s) USAID:</b> Benson Kimithi, Beatrice Wamalwa, Albert Waudo</p>   |
| DATA QUALITY ISSUES   |
| <p><b>Date of Initial Data Quality Assessment:</b> N/A</p> <p><b>Known Data Limitations and Significance (if any):</b> There is a possibility of over reporting number of organizations if FIRM doesn't account for groups that may receive services in years 1, 2, and 4, but not 3.</p> <p><b>Actions Taken or Planned to Address Data Limitations:</b> Work with FIRM partner organizations to ensure that previously supported organizations are noted if they receive support after a period of inactivity. Will require FIRM to ensure partners understand the distinction between the new and continuing disaggregation and provide data accordingly.</p> <p><b>Date of Future Data Quality Assessments:</b> FY 2013, to be scheduled by USAID ABEO.</p> <p><b>Procedure for Future Data Quality Assessments:</b> External DQA to be schedule by USAID ABEO.</p> |
| PLAN FOR DATA ANALYSIS, REVIEW & REPORTING  |
| <p><b>Data Analysis:</b> Review of data entered into USAID/FIRM's TAMIS by the partnership specialists</p> <p><b>Presentation of data:</b> Comparison of targets with actual performance for each fiscal year presented in the Performance Target Data Table (see below)</p> <p><b>Review of Data:</b> Done through meetings and field visits. COR and FIRM M&amp;E Manager review data for accuracy annually at reporting time</p> <p><b>Reporting of Data:</b> Quarterly and Annual reports on FTFMS</p>  |
| OTHER NOTES   |
| <p><b>Notes on Baseline Surveys:</b> Baseline 0, beginning with the introduction of FtF indicators (approx. March 2012)</p> <p><b>Location of Data Storage:</b> USAID/FIRM database (TAMIS)</p> <p><b>Other notes:</b> None</p>   |

| Performance Target Data Table |              |              |          |
|-------------------------------|--------------|--------------|----------|
| Category                      | Target Value | Actual Value | Variance |
| Q1 Sales                      | 1200         | 1150         | -50      |
| Q2 Sales                      | 1300         | 1320         | 20       |
| Q3 Sales                      | 1400         | 1380         | -20      |
| Q4 Sales                      | 1500         | 1550         | 50       |
| Q1 Profit                     | 800          | 780          | -20      |
| Q2 Profit                     | 850          | 870          | 20       |
| Q3 Profit                     | 900          | 880          | -20      |
| Q4 Profit                     | 950          | 980          | 30       |

[illegible]

### Sub-IR 3.1: Sustainably Managed Natural Resource Base

|                               |   |
|-------------------------------|---|
| <b>FtF Goal:</b>              | Sustainably Reduce Poverty and Hunger in Kenya                                    |
| <b>Key Objective:</b>         | Inclusive Agricultural Sector Growth  |
| <b>Program Element 4.5.2:</b> | Agricultural Sector Productivity  |
| <b>Reporting Framework:</b>   | FtF   |
| <b>Indicator 4.5.2 – 12:</b>  | <b>Number of public-private partnerships formed as a result of FtF assistance</b> |
| <b>Project:</b>               | Financial Inclusion for Rural Microenterprises (FIRM)                             |

#### DESCRIPTION

**Precise definition (s):** Number of public-private partnerships in agriculture or nutrition formed during the reporting year due to FtF intervention (i.e., agricultural or nutrition activity, as described below). Private partnerships can be long or short in duration (length is not a criteria for measurement). Partnerships with multiple partners should only be counted once. A public-private alliance (partnership) is considered formed when there is a clear agreement, usually written, to work together to achieve a common objective. Please count both Global Development Alliance (GDA) partnerships and non-GDA partnerships for this indicator. There must be either a cash or in-kind significant contribution to the effort by both the public and the private entity. USAID must be one of the public partners. USAID is almost always represented in the partnership by its implementing partner. For-profit enterprises and NGOs are considered private. A public entity can be national or sub-national government as well as a donor-funded implementing partner. It could include state enterprises which are non-profit. A private entity can be a private company, a community group, or a state-owned enterprise which seeks to make a profit (even if unsuccessfully).

A Mission or a project may form more than one partnership with the same entity, but this is likely to be rare. In counting partnerships we are not counting transactions with a partner entity; we are counting the number of partnerships formed during the reporting year. Public-private partnerships counted should be only those formed during the current reporting year. Any partnership that was formed in a previous year should not be included.

- An agricultural activity is any activity related to the supply of agricultural inputs, production methods, agricultural processing or transportation.
- A nutritional activity includes any activity focused on attempting to improve the nutritional content of agricultural products as provided to consumers, develop improved nutritional products, or increase support for nutrition service delivery.

NOTE: Each partnership's formation should only be reported once in order to add the total number of partnerships across years.

**Unit of Measure:** Number of partnerships

#### **Disaggregated by:**

Type of partnership (refers to the *primary focus* of the partnership):

- agricultural production
- agricultural post-harvest transformation
- nutrition
- access to credit or loan guarantee
- other (do not use this for multi-focus partnerships)
- multi-focus (use this if there are several components of the above sectors in the partnership)

**Justification/Management Utility:** The assumption of this indicator is that if more partnerships are formed, it is likely that there will be more investment in agriculture or nutrition-related activities therefore reducing poverty and food insecurity.

#### PLAN FOR DATA ACQUISITION BY USAID

**Data Collection Method:** Count the number of MOUs between USAID/FIRM and partner financial and non-financial institutions; Number of DCA agreements between USAID/Kenya and partner financial and non-financial institutions for every fiscal year

**Timing/Frequency of Data Acquisition:** Collected and reported Annually

**Estimated Cost of Data Collection:** None

**Responsible Organizations/Individual(s):**DAI M&E/PMP Manager, Linda Kagota

**Responsible Individual(s) USAID:** Benson Kimithi, Beatrice Wamalwa, Albert Waudo

#### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** Not yet done

**Known Data Limitations and Significance (if any):** Recognize that FIRM may engage the same partner for distinct public-private partnership during the life of the project. For example, FIRM may sign an MOU with a partner financial institution to develop an agri-business strategy. Separately, USAID/Kenya may sign a DCA agreement with the same institution perhaps even in the same reporting year. These two engagements would be counted as separate private-public partnerships because of separate, clear agreements for cooperation to achieve distinct objectives.

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** FY 2013, to be scheduled by USAID ABEO.

**Procedure for Future Data Quality Assessments:** External DQA to be schedule by USAID ABEO.

#### PLAN FOR DATA ANALYSIS, REVIEW & REPORTING

**Data Analysis:** Computer-based statistical analysis and qualitative analysis of reports from partner institutions

**Presentation of data:** Comparison of targets with actual performance for each fiscal year presented in the Performance Target Data Table below

**Review of Data:** Through meetings and field visits. COR and USAID/FIRM review data for accuracy annually at reporting time.

**Reporting of Data:** Quarterly and annual reports on FTFMS

#### OTHER NOTES

**Notes on Baseline Surveys:** Baseline 0, beginning with the introduction of FtF indicators (approx. March 2012)

**Location of Data Storage:** USAID/FIRM database (TAMIS)

**Other notes:** None

| Performance Target Data Table |  |  |  |  |  |  |  |  |  |
|-------------------------------|--|--|--|--|--|--|--|--|--|
|-------------------------------|--|--|--|--|--|--|--|--|--|

|  | Base | Y1: FY2011 |            | Y2: FY2012 |           | Y3: FY2013 |        | Y4: FY2014 |        | F5: FY2015 |        |
|--|------|------------|------------|------------|-----------|------------|--------|------------|--------|------------|--------|
|  | 0    | Target     | Actual     | Target     | Actual    | Target     | Actual | Target     | Actual | Target     | Actual |
|  |      | <b>N/A</b> | <b>N/A</b> | <b>2</b>   | <b>28</b> | <b>10</b>  |        | <b>10</b>  |        | <b>10</b>  |        |
| Agricultural production                  |      |            |            |            | 5         | 6          |        | 6          |        | 6          |        |
| Agricultural post-harvest transformation |      |            |            |            | -         | 1          |        | 1          |        | 1          |        |
| Nutrition                                |      |            |            |            | -         | -          |        | -          |        | -          |        |
| Credit/loan guarantee                    |      |            |            |            | -         | 3          |        | 3          |        | 3          |        |
| Multi-focus                              |      |            |            |            | -         | -          |        | -          |        | -          |        |
| Other                                    |      |            |            |            | 23        | -          |        | -          |        | -          |        |
| Disaggregates Not Available              |      |            |            |            | -         | -          |        | -          |        | -          |        |

**THIS SHEET LAST UPDATED ON: September 30, 2013**

### IR 3: Improved Productivity of Selected Value Chains

**FtF Goal:** Sustainably Reduce Poverty and Hunger in Kenya

**Key Objective:** Inclusive Agricultural Sector Growth

**Program Element 4.5.2:** Agricultural Sector Productivity

**Reporting Framework:** FtF MYS Results Framework

**Indicator 4.5.2 – 13:** **Number of rural households benefiting directly from USG interventions**

**Project:** Financial Inclusion for Rural Microenterprises (FIRM)

#### DESCRIPTION

**Precise definition (s):** A household is a beneficiary if it contains at least one individual who is a beneficiary. An individual is a beneficiary if s/he is engaged with a project activity or s/he comes into direct contact with the set of interventions (goods or services) provided by the project. An individual merely contacted or involved in an activity through brief attendance (non-recurring participation) does not count as a beneficiary.

Beneficiaries include the households of people who receive the goods and services of an implementing partner or participate in training, in which "training" is defined as individuals to whom knowledge or skills have been imparted through interactions that are intentional, structured, and purposed for imparting knowledge or skills. The definition of "rural" should be the definition used by the Kenya National Bureau of Statistics.

**Unit of Measure:** Number of households

**Disaggregated by:**

- i) **Gendered household type:** female no male (FNM); male no female (MNF); male and female (M&F)
- ii) **Continuing vs. New households:** Rural households reported as benefiting should be those benefiting in the current reporting year. Any households that benefited in a previous year but not benefiting in the reporting year should not be included. Taking the example of a benefit derived from technology adoption, if a household adopted last year an agricultural technology provided under a USG program and continued to use that technology in the current (reporting) year, then that household should be counted. If the household adopted the technology last year but was not using it during the current (reporting) year, then the household should not be included. Any household that benefited in the previous year and continues to benefit in the reporting year should be counted under "Continuing." Any household that benefited for the first time during the current reporting year should be counted under "New." No household should be counted under both "Continuing" and "New."
- iii) **Sector:** Agriculture, energy, ICT, water, health, etc.
- iv) **Sub-Sector:** Region, gender/youth.

**Justification/Management Utility:** Tracks access and equitable access to financial services in the targeted areas; indicates total impact of FIRM interventions, including both financial and non-financial activities.

#### PLAN FOR DATA ACQUISITION BY USAID

**Data Collection Method:** Partner institutions' records, survey/sampling frameworks and questionnaires, training participant lists, etc. The May 2011 Data Quality Assessment notes that "If a project is to work through a group or association to create benefits for the membership of that group or association, the members of the group can be counted as direct beneficiaries,

even if the technical assistance is not given directly to those individuals. Therefore, it is important to note that individuals counted under indicator related to Number of members of producer organizations/CBOs receiving USG assistance could be part of the total reported under this indicator, as applicable. In addition, note that households counted under indicator "Number of Vulnerable Households Benefitting Directly from USG Assistance" could be part of the total here, so that one would have "Number of rural households benefitting directly from USG assistance, of which x number are vulnerable." Hence, vulnerable households should be one of the disaggregation once the Mission provides criteria for identifying "vulnerable" households.

**Timing/Frequency of Data Acquisition:** Collected and reported quarterly

**Estimated Cost of Data Collection:** TBD

**Responsible Organizations/Individual(s):** DAI M&E/PMP Manager, Linda Kagota

**Responsible Individual(s) USAID:** Benson Kimithi, Beatrice Wamalwa, Albert Waudo

#### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** May 2011

**Known Data Limitations and Significance (if any):** FIRM will have a distinct approach to reporting on this indicator based on the type of partner institution. For example, partner financial institutions (PFIs) report to FIRM the number of loans and from this raw data, FIRM should be able to determine the following: sector, basic gender, new/continuing, region. Firm will need to conduct follow-on DQA through sampling to refine this number to estimate new/continuing, # of households, and the gender household make up. It is expected that the partner non-financial institutions (PNFIs) will be able to provide, through raw data, the number of clients, sector, basic gender, and regions. Through further sampling, FIRM may be able to better refine these numbers, especially the household gender make up.

**Actions Taken or Planned to Address Data Limitations:** FIRM M&E team will work with PFIs and PNFIs to understand FIRM's data requirements and encourage partners to provide disaggregated numbers to the extent possible to support easy analysis. However, FIRM anticipates that the M&E team will need to conduct DQA sampling on partners to both confirm the validity of reported data as well as develop proportional estimates (i.e. gender household make-up) to support reporting on this indicator.

In terms of new/continuing estimates, this will be handled differently based on the partner type. For PFIs, a household will be considered continuing if the loan is on-going. For PNFIs, household numbers will generally be provided through association membership numbers and a group will be considered continuing if the PNFI continues to work with FIRM and/or the PNFI continues to apply the skills or capacity gained through work with FIRM to support their members. Updated membership information from the PNFIs will be request annually, and increases in membership for PNFI's will be counted as new beneficiaries.

**Date of Future Data Quality Assessments:** FY 2013, to be scheduled by USAID ABEO.

**Procedure for Future Data Quality Assessments:** External DQA to be schedule by USAID ABEO.

#### PLAN FOR DATA ANALYSIS, REVIEW & REPORTING

**Data Analysis:** Computer-based statistical analysis and qualitative analysis of reports from partner financial and non-financial institutions

**Presentation of data:** Comparison of targets with actual performance for each fiscal year presented in the Performance

Target Data Table below

**Review of Data:** Through meetings and field visits. COR and USAID/FIRM review data for accuracy annually at reporting time.

**Reporting of Data:** Quarterly reports to USAID ABEO and annual reports on FTFMS

#### OTHER NOTES

**Notes on Baseline Surveys:** Baseline 0, beginning at USAID/FIRM inception date

**Location of Data Storage:** USAID/FIRM database (TAMIS); FIRM Common Drive (M&E folder); M&E Hard Copy Files

**Other notes:** None

#### Performance Target Data Table

|                                  | Base | Y1: FY2011 |        | Y2: FY2012 |         | Y3: FY2013 |        | Y4: FY2014 |        | F5: FY2015 |        |
|----------------------------------|------|------------|--------|------------|---------|------------|--------|------------|--------|------------|--------|
|                                  | 0    | Target     | Actual | Target     | Actual  | Target     | Actual | Target     | Actual | Target     | Actual |
| Total                            |      | 200,000    | 57,915 | 250,000    | 212,000 | 300,000    |        | 380,000    |        | 450,000    |        |
| New/Continuing                   |      | 200,000    | 57,915 | 250,000    | 212,000 | 300,000    |        | 380,000    |        | 450,000    |        |
| New                              |      |            | 57,915 | 250,000    | 212,000 | 300,000    |        | 380,000    |        | 450,000    |        |
| Continuing                       |      |            |        |            |         |            |        |            |        |            |        |
| Disaggregates Not Available      |      |            |        |            |         |            |        |            |        |            |        |
| <b>Gendered Household Type</b>   |      | 200,000    | 57,915 | 250,000    | 212,000 | 300,000    |        | 380,000    |        | 450,000    |        |
| Adult Female no Adult Male (FNM) |      |            | 17,374 | 87,500     | 102,396 | 150,000    |        | 209,000    |        | 270,000    |        |
| Adult Male no Adult Female (MNF) |      |            | 40,541 | 162,500    | 109,604 | 150,000    |        | 171,000    |        | 180,000    |        |
| Male and Female Adults (M&F)     |      |            |        |            |         |            |        |            |        |            |        |
| Child No Adults (CNA)            |      |            |        |            |         |            |        |            |        |            |        |
| Disaggregates Not Available      |      |            |        |            |         |            |        |            |        |            |        |

**THIS SHEET LAST UPDATED ON: September 30, 2013**

### Sub-IR 3.3: Increased Access to Rural Finance

|                               |  |
|-------------------------------|--|
| <b>FtF Goal:</b>              | Sustainably Reduce Poverty and Hunger in Kenya   |
| <b>Key Objective:</b>         | Inclusive Agricultural Sector Growth   |
| <b>Program Element 4.5.2:</b> | Agricultural Sector Productivity   |
| <b>Reporting Framework:</b>   | FtF  |
| <b>Indicator 4.5.2 – 25:</b>  | <b>Number of people with a savings account or insurance policy as a result of USG Assistance</b> |
| <b>Project:</b>               | Financial Inclusion for Rural Microenterprises (FIRM)  |

#### DESCRIPTION

**Precise definition (s):** This indicator counts the number of people who first acquired a savings account or insurance policy as a result of USG assistance during the reporting year. A savings account refers to any type of an account in a financial institution that serves as a store of an individual's financial wealth as well as savings in traditional institutional structures such as community savings groups. An insurance policy refers not only to agricultural insurance in the case of crop failure but also any other type of insurance, such as property, fishing access rights, health or life insurance that cushions an individual/household against financial shocks that could otherwise potentially make the individual or household food insecure. Obtaining the value of a savings account can be difficult, and therefore will not be collected. The purpose of this indicator is to measure progress toward changed behavior of saving money as a buffer to the shock of income loss, and counting the number of savings or insurance accounts begins to measure this.

**Unit of Measure:** Number

**Disaggregated by:**

- Gender of account owner or policy holder (male, female, or jointly held)
- Type of financial product (savings, insurance, loan, m-pesa account, etc.)
- New and continuing

**Justification/Management Utility:** Food security may be achieved by having savings or insurance as a means to buffer a household against financial shocks that may result from poor agricultural production, destruction of property, sickness or death of a household member.

#### PLAN FOR DATA ACQUISITION BY USAID

**Data Collection Method:** Sampling of bank records, farmer group records - producers' and cooperatives' records.

**Timing/Frequency of Data Acquisition:** Collected and reported quarterly

**Estimated Cost of Data Collection:** TBD

**Responsible Organizations/Individual(s):**DAI M&E/PMP Manager, Linda Kagota

**Responsible Individual(s) USAID:** Benson Kimithi, Beatrice Wamalwa, Albert Waudo

| DATA QUALITY ISSUES  |  |  |  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|--|--|--|
| <p><b>Date of Initial Data Quality Assessment:</b> Not yet done</p> <p><b>Known Data Limitations and Significance (if any):</b> Some partners do not provide raw data on savings accounts disaggregated by gender.</p> <p><b>Actions Taken or Planned to Address Data Limitations:</b> FIRM will engage partners to provide data disaggregated by gender. However, when not possible, FIRM will explore other ways to develop estimates either through sampling or other methods.</p> <p><b>Date of Future Data Quality Assessments:</b> FY 2013, to be scheduled by USAID ABEO.</p> <p><b>Procedure for Future Data Quality Assessments:</b> External DQA to be schedule by USAID ABEO.</p> |  |  |  |  |  |  |  |  |  |  |  |
| PLAN FOR DATA ANALYSIS, REVIEW & REPORTING   |  |  |  |  |  |  |  |  |  |  |  |
| <p><b>Data Analysis:</b> Computer-based statistical analysis and qualitative analysis of reports from partner financial institutions and benefitting MSMEs</p> <p><b>Presentation of data:</b> Comparison of targets with actual performance for each fiscal year presented in the Performance Target Data Table (see below)</p> <p><b>Review of Data:</b> Done through meetings with financial and non-financial institutions and field visits. COR and USAID/FIRM review data for accuracy annually at reporting time</p> <p><b>Reporting of Data:</b> Quarterly and Annual report on FTFMS</p>  |  |  |  |  |  |  |  |  |  |  |  |
| OTHER NOTES  |  |  |  |  |  |  |  |  |  |  |  |
| <p><b>Notes on Baseline Surveys:</b> Baseline 0, beginning with the introduction of FtF indicators (approx. March 2012)</p> <p><b>Location of Data Storage:</b> USAID/FIRM database (TAMIS)</p> <p><b>Other notes:</b> None</p>  |  |  |  |  |  |  |  |  |  |  |  |

| Performance Target Data Table |      |            |        |            |        |            |        |            |        |            |        |
|-------------------------------|------|------------|--------|------------|--------|------------|--------|------------|--------|------------|--------|
|                               | Base | Y1: FY2011 |        | Y2: FY2012 |        | Y3: FY2013 |        | Y4: FY2014 |        | F5: FY2015 |        |
|                               | 0    | Target     | Actual | Target     | Actual | Target     | Actual | Target     | Actual | Target     | Actual |
| Total                         |      |            |        |            | 49,772 | 75,000     |        | 85,000     |        | 90,000     |        |
| Type of Account               |      |            |        |            | 49,772 | 75,000     |        | 85,000     |        | 90,000     |        |
| Savings                       |      |            |        |            | 46,750 | 37,500     |        | 42,500     |        | 45,000     |        |
| Insurance                     |      |            |        |            | 3,022  | 37,500     |        | 42,500     |        | 45,000     |        |

|   |  |  |  |  |               |               |  |               |  |               |  |
|---|--|--|--|--|---------------|---------------|--|---------------|--|---------------|--|
| Disaggregate<br>Not Available           |  |  |  |  |               |               |  |               |  |               |  |
| <b>Gender of<br/>Account<br/>Holder</b> |  |  |  |  | <b>49,772</b> | <b>75,000</b> |  | <b>85,000</b> |  | <b>90,000</b> |  |
| Male                                    |  |  |  |  | 27,378        | 37,500        |  | 38,250        |  | 39,600        |  |
| Female                                  |  |  |  |  | 22,394        | 37,500        |  | 46,750        |  | 50,400        |  |
| Jointly Held                            |  |  |  |  |               |               |  |               |  |               |  |
| Disaggregate<br>Not Available           |  |  |  |  |               |               |  |               |  |               |  |

**THIS SHEET LAST UPDATED ON: September 30, 2013**

### Sub-IR 3.3: Increased Access to Rural Finance

**FtF Goal:** Sustainably Reduce Poverty and Hunger in Kenya

**Key Objective:** Inclusive Agricultural Sector Growth

**Program Element 4.5.2:** Agricultural Sector Productivity

**Reporting Framework:** FtF

**Indicator 4.5.2 – 27:** **Number of members of producer organizations and community-based organizations receiving USG assistance (disaggregated by youth, women and vulnerable groups)**

**Project:** Financial Inclusion for Rural Microenterprises (FIRM)

#### DESCRIPTION

**Precise definition (s):** A producer organization in this context is any grouping of people involved in agriculture including input suppliers, transporters, farmers, fishers, ranchers, processors, etc. that is organized around adding value to agricultural production. A community based organization (CBO) in this context is simply an organization involved in supporting any type of agricultural activity (including post-harvest transformation) and is based in a community and made up principally of individuals from the local community. USG assistance can include any help provided to either type of organization to expand coverage, services provided, information, etc. Some examples are organizational capacity building, training, other technical assistance, provision of supplies and materials, encouragement and motivation for improvements, etc. The indicator includes any person within the agricultural value chain who is a member of one of these organizations and received, directly or indirectly, USG assistance.

**Unit of Measure:** Number

**Disaggregated by:**

- Sex of member
- Type of organization (producer organization, CBO or “other”)
- New/Continuing

**Justification/Management Utility:** Helping the members of these institutions directly strengthens those organizations, which in turn will assist in improving the overall value of production in the agricultural value chain, improving productivity and contributing to a reduction in poverty, as most of the poor are in rural areas either as farmers, farm workers or workers in rural enterprises

#### PLAN FOR DATA ACQUISITION BY USAID

**Data Collection Method:** Project records, surveys, training participant lists, farmer group membership lists, some partner MIS systems record farm group and cooperative membership. Ask for an annual recount. Record new and continuing membership.

**Timing/Frequency of Data Acquisition:** Updated Quarterly

**Estimated Cost of Data Collection:** TBD

|  |
|--|
| <b>Responsible Organizations/Individual(s):</b> DAI M&E/PMP Manager, Linda Kagota<br><b>Responsible Individual(s) USAID:</b> Benson Kimithi, Beatrice Wamalwa, Albert Waudo  |
| DATA QUALITY ISSUES  |
| <b>Date of Initial Data Quality Assessment:</b> Not yet done<br><br><b>Known Data Limitations and Significance (if any):</b> There is a risk for double counting if FIRM works with both an individual's organization as well as a larger organization that a partner is also a member of. For example, EADD is comprised of multiple cooperatives and FIRM may also work directly with some of those cooperatives. This may result in over-reporting for this indicator.<br><br><b>Actions Taken or Planned to Address Data Limitations:</b> FIRM has worked with partner organizations to understand their membership structures. When FIRM has a partner organization that could also be counted as part of a larger organization's membership, the M&E team will disaggregate the larger organization's membership number and remove the amount associated with the smaller direct partner.<br><br><b>Date of Future Data Quality Assessments:</b> FY 2013, to be scheduled by USAID ABEO.<br><br><b>Procedure for Future Data Quality Assessments:</b> External DQA to be schedule by USAID ABEO. |
| PLAN FOR DATA ANALYSIS, REVIEW & REPORTING   |
| <b>Data Analysis:</b> Computer-based statistical analysis and qualitative analysis of reports from partner financial institutions<br><br><b>Presentation of data:</b> Comparison of targets with actual performance for each fiscal year presented in the Performance Target Data Table (see below)<br><br><b>Review of Data:</b> Done through meetings with partner financial institutions and field visits. COR and USAID/FIRM review data for accuracy quarterly at reporting time<br><br><b>Reporting of Data:</b> Quarterly and Annual report on FTFMS  |
| OTHER NOTES  |
| <b>Notes on Baseline Surveys:</b> Baseline 0, beginning with the introduction of FtF indicators (approx. March 2012)<br><br><b>Location of Data Storage:</b> USAID/FIRM database (TAMIS)<br><br><b>Other notes:</b> None   |

| Performance Target Data Table |      |            |        |            |         |            |        |            |        |            |        |
|-------------------------------|------|------------|--------|------------|---------|------------|--------|------------|--------|------------|--------|
|                               | Base | Y1: FY2011 |        | Y2: FY2012 |         | Y3: FY2013 |        | Y4: FY2014 |        | F5: FY2015 |        |
|                               | 0    | Target     | Actual | Target     | Actual  | Target     | Actual | Target     | Actual | Target     | Actual |
| <b>Type of organization</b>   |      |            |        |            | 113,228 | 200,000    |        | 250,000    |        | 300,000    |        |
| Producer org.                 |      |            |        |            | 30,728  | 80,000     |        | 125,000    |        | 180,000    |        |

[illegible]

### Sub-IR 3.3: Increased Access to Rural Finance

**FtF Goal:** Sustainably Reduce Poverty and Hunger in Kenya

**Key Objective:** Inclusive Agricultural Sector Growth

**Program Element 4.5.2:** Agricultural Sector Productivity

**Reporting Framework:** FtF

**Indicator 4.5.2 – 29:** **Value of Agricultural and Rural Loans**

**Project:** Financial Inclusion for Rural Microenterprises (FIRM)

#### DESCRIPTION

**Precise definition (s):** This indicator adds loans made (i.e. disbursed during the reporting year as a result of USG assistance) to producers (farmers, fishers, etc.), input suppliers, transporters, processors, as well as loans to MSMEs in rural areas that are in a targeted agricultural value chain as a result of USG assistance. The indicator counts loans disbursed to the recipient, not loans merely made (e.g. in process, but not yet available to the recipient).

**Unit of Measure:** US Dollars

**Disaggregated by:**

- Type of loan recipient: producers, local traders/assemblers, wholesalers/processors, and others.
- Sex of recipient person or organization: For producers, the sex of the person should be used to classify the recipient. For firms, if the enterprise is a single proprietorship, the sex of the proprietor should be used for classification. For larger enterprises, the majority ownership should be used. When this cannot be ascertained, the majority of the senior management should be used.
- Source of loan: MFI, SACCO, Commercial Bank, Other

**Justification/Management Utility:** Making more financial loans shows that there is improved access to business development and financial services. This in turn will help expand markets and trade (and ought to also contribute to IR1's expanding agricultural productivity) which will help achieve the key objective of inclusive (the MSMEs) agriculture sector growth (with agriculture sector being defined broader than just crop production). In turn this contributes to both goals of reducing poverty and hunger

#### PLAN FOR DATA ACQUISITION BY USAID

**Data Collection Method:** Bank/lending institution records or survey of all targeted beneficiaries, also from cooperative member's records or farmer group records.

**Timing/Frequency of Data Acquisition:** Reported Quarterly

**Estimated Cost of Data Collection:** TBD

**Responsible Organizations/Individual(s):** DAI M&E/PMP Manager, Linda Kagota

**Responsible Individual(s) USAID:** Benson Kimithi, Beatrice Wamalwa, Albert Waudo

#### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** Not yet done

**Known Data Limitations and Significance (if any):** Partner financial institutions may not always provide disaggregates by type of recipient. Partners may also not report gender of each loan recipient, but may only provide a general percentage.

**Actions Taken or Planned to Address Data Limitations:** In the planned data quality assessment, FIRM will include questions to determine an average breakdown of recipient type as well as gender to develop an estimate.

**Date of Future Data Quality Assessments:** FY 2013, to be scheduled by USAID ABEO.

**Procedure for Future Data Quality Assessments:** External DQA to be schedule by USAID ABEO.

#### PLAN FOR DATA ANALYSIS, REVIEW & REPORTING

**Data Analysis:** Computer-based statistical analysis and qualitative analysis of reports from partner financial institutions and benefitting MSMEs

**Presentation of data:** Comparison of targets with actual performance for each fiscal year presented in the Performance Target Data Table (see below)

**Review of Data:** Done through meetings with financial and non-financial institutions and field visits. COR and USAID/FIRM review data for accuracy annually at reporting time

**Reporting of Data:** Quarterly reports to USAID and Annual report on FTFMS

#### OTHER NOTES

**Notes on Baseline Surveys:** Baseline 0, beginning at USAID/FIRM inception date

**Location of Data Storage:** USAID/FIRM database (TAMIS)

**Other notes:** None

| Performance Target Data Table |  |  |  |  |  |  |  |  |  |
|-------------------------------|--|--|--|--|--|--|--|--|--|
|-------------------------------|--|--|--|--|--|--|--|--|--|

[illegible]

**THIS SHEET LAST UPDATED ON: September 30, 2013**

### IR 3: Improved Productivity of Selected Value Chains

**FtF Goal:** Sustainably Reduce Poverty and Hunger in Kenya

**Key Objective:** Inclusive Agricultural Sector Growth

**Program Element 4.5.2:** Agricultural Sector Productivity

**Reporting Framework:** FtF MYS Results Framework

**Indicator 4.5.2 – 30:** **Number of MSMEs, including farmers, receiving USG assistance to access bank loans**

**Project:** Financial Inclusion for Rural Microenterprises (FIRM)

#### DESCRIPTION

**Precise definition (s):** Total number of micro (1-5) small (6-50) and medium (51-100) (parenthesis = number of employees) enterprises (MSMEs). Number of employees refers to full time-equivalent workers during the previous month. To be counted an MSME must have received USG assistance and have accessed bank loans or private equity. USG assistance may include partial loan guarantee programs or any support facilitating the receipt of a loan or other equity (e.g., an in-kind loan such as a tractor, plow or other equipment given as a loan). A bank is any registered financial institution including micro-finance institutions, commercial banks, and any other financial institution that makes loans. Loans could be given by informal lenders and in-kind lenders of equipment or other inputs (e.g., fertilizer, seeds) transport or food with repayment being in cash or in kind. Lenders do not have to be formalized or registered.

The indicator does not measure the value of the loans, but the number of MSMEs who received USG assistance and accessed loans. Only count the MSME once per reporting year, even if multiple loans are accessed.

**Unit of Measure:** Number of MSMEs

**Disaggregated by:**

- Sex of owner of MSME (male, female, joint)
- Size of MSME (micro, small, or medium)

**Justification/Management Utility:** The lack of access to financial capital is frequently cited as a major impediment to the development of MSMEs, thus helping MSMEs access finances is likely to increase investment and the value of output (production in the case of farmers, value added for agricultural processing). This will directly contribute to the expansion of markets, increased agricultural productivity, and the reduction of poverty.

#### PLAN FOR DATA ACQUISITION BY USAID

**Data Collection Method:** Partner financial institutions' records, MSME financial records, survey of targeted MSMEs.

**Timing/Frequency of Data Acquisition:** Collected and reported quarterly

**Estimated Cost of Data Collection:** TBD

**Responsible Organizations/Individual(s):** DAI M&E/PMP Manager, Linda Kagota

|   |
|---|
| <b>Responsible Individual(s) USAID:</b> Benson Kimithi, Beatrice Wamalwa, Albert Waudo  |
| <b>DATA QUALITY ISSUES</b>  |
| <p><b>Date of Initial Data Quality Assessment:</b> Dec 2012 – USAID did a DQA with MSI in Dec 2012, but no results have been shared.</p> <p><b>Known Data Limitations and Significance (if any):</b> Partner financial institutions do not always report accurately on the gender of each recipient. Likewise, partners make not provide data disaggregated on size of recipient or number of loans per recipient.</p> <p><b>Actions Taken or Planned to Address Data Limitations:</b> During DQA survey, FIRM will include questions to determine the average number of micro, small, and medium enterprises as well as the overall gender and average number of loans per recipient.</p> <p><b>Date of Future Data Quality Assessments:</b> FY 2013, to be scheduled by USAID SUPPORT.</p> <p><b>Procedure for Future Data Quality Assessments:</b> External DQA to be schedule by USAID SUPPORT.</p> |
| <b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>   |
| <p><b>Data Analysis:</b> Computer-based statistical analysis and qualitative analysis of reports from partner financial institutions and benefitting MSMEs</p> <p><b>Presentation of data:</b> Comparison of targets with actual performance for each fiscal year presented in the Performance Target Data Table (see below)</p> <p><b>Review of Data:</b> Done through meetings and field visits. COR and USAID/FIRM to review data for accuracy annually at reporting time</p> <p><b>Reporting of Data:</b> Quarterly and Annual reports on FTFMS</p>   |
| <b>OTHER NOTES</b>  |
| <p><b>Notes on Baseline Surveys:</b> Baseline 0, beginning at USAID/FIRM inception date</p> <p><b>Location of Data Storage:</b> USAID/FIRM database (TAMIS)</p> <p><b>Other notes:</b> N/A</p>  |

| Performance Target Data Table |      |            |        |            |         |            |        |            |        |            |        |
|-------------------------------|------|------------|--------|------------|---------|------------|--------|------------|--------|------------|--------|
|                               | Base | Y1: FY2011 |        | Y2: FY2012 |         | Y3: FY2013 |        | Y4: FY2014 |        | F5: FY2015 |        |
|                               | 0    | Target     | Actual | Target     | Actual  | Target     | Actual | Target     | Actual | Target     | Actual |
| <b>Size of MSME</b>           |      |            |        |            | 158,175 | 200,000    |        | 250,000    |        | 300,000    |        |
| Micro                         |      |            |        |            | 158,175 | 100,000    |        | 150,000    |        | 200,000    |        |
| Small                         |      |            |        |            |         | 50,000     |        | 62,500     |        | 80,000     |        |
| Medium                        |      |            |        |            |         | 50,000     |        | 37,500     |        | 20,000     |        |
| Disaggregates Not Available   |      |            |        |            |         |            |        |            |        |            |        |
| <b>Sex of owner</b>           |      |            |        |            | 158,175 | 200,000    |        | 250,000    |        | 300,000    |        |
| Male                          |      |            |        |            | 79,847  | 100,000    |        | 112,500    |        | 120,000    |        |

|  |  |  |  |  |        |         |  |         |  |         |  |
|--|--|--|--|--|--------|---------|--|---------|--|---------|--|
| Female   |  |  |  |  | 78,328 | 100,000 |  | 137,500 |  | 180,000 |  |
| Joint  |  |  |  |  |        |         |  |         |  |         |  |
| n/a  |  |  |  |  |        |         |  |         |  |         |  |
| Disaggregates<br>Not Available                 |  |  |  |  |        |         |  |         |  |         |  |
| THIS SHEET LAST UPDATED ON: September 30, 2013 |  |  |  |  |        |         |  |         |  |         |  |

### Sub-IR 3.1: Sustainably Managed Natural Resource Base

|                               |  |
|-------------------------------|--|
| <b>FtF Goal:</b>              | Sustainably Reduce Poverty and Hunger in Kenya   |
| <b>Key Objective:</b>         | Inclusive Agricultural Sector Growth   |
| <b>Program Element 4.5.2:</b> | Agricultural Sector Productivity   |
| <b>Reporting Framework:</b>   | FtF  |
| <b>Indicator 4.5.2 – 37:</b>  | <b>Number of MSMEs, including farmers, receiving business development services from<br/>USG assisted sources</b> |
| <b>Project:</b>               | Financial Inclusion for Rural Microenterprises (FIRM)  |

#### DESCRIPTION

**Precise definition (s):** Total number of micro (1-5) small (6-50) and medium (51-100) enterprises (parenthesis = number of employees) receiving services from FTF-supported enterprise development providers. Number of employees refers to full time-equivalent workers during the previous month. Services may include, among other things, business planning, procurement, technical support in production techniques, quality control and marketing, micro-enterprise loans, etc. MSMEs are counted once per reporting year, even if multiple services are received.

**Unit of Measure:** Number

#### Disaggregated by:

- *Sex of enterprise owner(s):* Most enterprises are likely to be small (or very small), probably single proprietorships, in which case the sex of the proprietor should be used for classification. For larger enterprises, the majority ownership should be used. When this cannot be ascertained, the majority of the senior management should be used.
- *Size of enterprise:* micro, small, or medium, as defined above
- *Type of enterprise:* Ag. producer, input supplier, trader, output processor, non ag, other

**Justification/Management Utility:** This indicator measures directly the sub-IR of access to business development services which contributes to the IR of expanding markets and trade. The IR impacts on the Key Objective of increasing agricultural productivity which will help achieve the goal of reducing poverty and hunger

#### PLAN FOR DATA ACQUISITION BY USAID

#### Data Collection Method:

**Timing/Frequency of Data Acquisition:** Annually Reported

**Estimated Cost of Data Collection:** TBD

**Responsible Organizations/Individual(s):**DAI M&E/PMP Manager, Linda Kagota

**Responsible Individual(s) USAID:** Benson Kimithi, Beatrice Wamalwa, Albert Waudo

#### DATA QUALITY ISSUES

[illegible]

[illegible]

## Sub-IR 2.2: Increased Private Sector Investment

|                               |   |
|-------------------------------|---|
| <b>FtF Goal:</b>              | Sustainably Reduce Poverty and Hunger in Kenya  |
| <b>Key Objective:</b>         | Inclusive Agricultural Sector Growth  |
| <b>Program Element 4.5.2:</b> | Agricultural Sector Productivity  |
| <b>Reporting Framework:</b>   | FtF   |
| <b>Indicator 4.5.2 – 38:</b>  | <b>Value of new private sector investment in the agriculture sector or food chain leveraged by FtF implementation</b> |
| <b>Project:</b>               | Financial Inclusion for Rural Microenterprises (FIRM)   |

### DESCRIPTION

**Precise definition (s):** Investment is defined as any use of private sector resources intended to increase future production output or income, to improve the sustainable use of agriculture-related natural resources (soil, water, etc.), to improve water or land management, etc. The “food chain” includes both upstream and downstream investments. Upstream investments include any type of agricultural capital used in the agricultural production process such as animals for traction, storage bins, and machinery. Downstream investments could include capital investments in equipment, etc. to do post-harvest transformation/processing of agricultural products as well as the transport of agricultural products to markets. “Private sector” includes any privately-led agricultural activity managed by a for-profit formal company. A CBO or NGO resources may be included if they engage in for-profit agricultural activity. “Leveraged by FTF implementation” indicates that the new investment was directly encouraged or facilitated by activities funded by the FTF initiative. Investments reported should not include funds received by the investor from USG as part of any grant or other award. New investment means investment made during the reporting year.

**Unit of Measure:** US Dollars

**Disaggregated by:** New/Continuing

**Justification/Management Utility:** Increased investment is the predominate source of economic growth in the agricultural and other economic sectors. Private sector investment is critical because it indicates that the investment is perceived by private agents to provide a positive financial return and therefore is likely to lead to sustainable increases in agricultural production. Agricultural growth is critical to achieving the FTF goal to “Sustainably Reduce Global Poverty and Hunger”.

### PLAN FOR DATA ACQUISITION BY USAID

**Data Collection Method:** Private sector financial records from PPP, Coop records as they grow to become processors, program data, and DCA loan guarantee for private investment in ag sector. This indicator should be considered distinct because it will be able to capture additional investments by partners as other actors as a result of the loans. For example, this could include private equity and credit factory investments.

**Timing/Frequency of Data Acquisition:** Annually Reported

**Estimated Cost of Data Collection:** TBD

**Responsible Organizations/Individual(s):**DAI M&E/PMP Manager, Linda Kagota

**Responsible Individual(s) USAID:** Benson Kimithi, Beatrice Wamalwa, Albert Waudo

| DATA QUALITY ISSUES |     |
|---------------------|-----|
| 1                   | 2   |
| 3                   | 4   |
| 5                   | 6   |
| 7                   | 8   |
| 9                   | 10  |
| 11                  | 12  |
| 13                  | 14  |
| 15                  | 16  |
| 17                  | 18  |
| 19                  | 20  |
| 21                  | 22  |
| 23                  | 24  |
| 25                  | 26  |
| 27                  | 28  |
| 29                  | 30  |
| 31                  | 32  |
| 33                  | 34  |
| 35                  | 36  |
| 37                  | 38  |
| 39                  | 40  |
| 41                  | 42  |
| 43                  | 44  |
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| 57                  | 58  |
| 59                  | 60  |
| 61                  | 62  |
| 63                  | 64  |
| 65                  | 66  |
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| 69                  | 70  |
| 71                  | 72  |
| 73                  | 74  |
| 75                  | 76  |
| 77                  | 78  |
| 79                  | 80  |
| 81                  | 82  |
| 83                  | 84  |
| 85                  | 86  |
| 87                  | 88  |
| 89                  | 90  |
| 91                  | 92  |
| 93                  | 94  |
| 95                  | 96  |
| 97                  | 98  |
| 99                  | 100 |

**Date of Initial Data Quality Assessment:** Not yet done

**Known Data Limitations and Significance (if any):** N/A

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** FY 2013, to be scheduled by USAID SUPPORT.

**Procedure for Future Data Quality Assessments:** External DQA to be schedule by USAID SUPPORT.

| PLAN FOR DATA ANALYSIS, REVIEW & REPORTING |                      |
|--|----------------------|
| 1. <b>Analysis:</b>                        | 1. <b>Analysis:</b>  |
| 2. <b>Review:</b>                          | 2. <b>Review:</b>    |
| 3. <b>Reporting:</b>                       | 3. <b>Reporting:</b> |

**Data Analysis:** Computer-based statistical analysis and qualitative analysis of reports from partner institutions

**Presentation of data:** Comparison of targets with actual performance for each fiscal year presented in the Performance Target Data Table below

**Review of Data:** Through meetings and field visits. COR and USAID/FIRM review data for accuracy annually at reporting time.

**Reporting of Data:** Quarterly and annual reports on FTFMS

## OTHER NOTES

**Notes on Baseline Surveys:** Baseline 0, beginning at USAID/FIRM inception date

**Location of Data Storage:** USAID/FIRM database (TAMIS)

**Other notes:** None

| Performance Target Data Table |                        |       |              |              |          |                        |     |     |     |
|-------------------------------|------------------------|-------|--------------|--------------|----------|------------------------|-----|-----|-----|
| Metric ID                     | Metric Name            | Unit  | Target Value | Actual Value | Variance | Trend Analysis (Q1-Q4) |     |     |     |
|                               |                        |       |              |              |          | Q1                     | Q2  | Q3  | Q4  |
| M001                          | Revenue Growth         | %     | 15%          | 14.5%        | -0.5%    | 12%                    | 13% | 14% | 15% |
| M002                          | Customer Retention     | %     | 85%          | 86%          | +1%      | 82%                    | 83% | 84% | 85% |
| M003                          | Operational Efficiency | Score | 90           | 88           | -2       | 85                     | 86  | 87  | 88  |
| M004                          | Employee Satisfaction  | Score | 75           | 76           | +1       | 70                     | 71  | 72  | 73  |
| M005                          | Market Share           | %     | 22%          | 21.5%        | -0.5%    | 20%                    | 21% | 22% | 23% |

|                       | B/L | Y1: FY2011 |        | Y2: FY2012 |                    | Y3: FY2013         |        | Y4: FY2014         |        | Y5: FY2015           |        |
|-----------------------|-----|------------|--------|------------|--------------------|--------------------|--------|--------------------|--------|----------------------|--------|
|                       | 0   | Target     | Actual | Target     | Actual             | Target             | Actual | Target             | Actual | Target               | Actual |
| <b>New/Continuing</b> |     |            |        |            | <b>136,500,000</b> | <b>410,000,000</b> |        | <b>780,000,000</b> |        | <b>1,055,000,000</b> |        |
| New                   |     |            |        |            | 136,500,000        | 280,000,000        |        | 400,000,000        |        | 500,000,000          |        |
| Continuing            |     |            |        |            | -                  | 130,000,000        |        | 380,000,000        |        | 555,000,000          |        |

**THIS SHEET LAST UPDATED ON: September 30, 2013**

### IR 3: Improved Productivity of Selected Value Chains

**FtF Goal:** Sustainably Reduce Poverty and Hunger in Kenya

**Key Objective:** Inclusive Agricultural Sector Growth

**Program Element 4.5.2:** Agricultural Sector Productivity

**Reporting Framework:** FtF MYS Results Framework

**Indicator 4.5.1 – 24:** **Number of Policies/Regulations/Administrative Procedures in each of the stages of development as a result of USG assistance in each case:**

Stage 1: Analyzed

Stage 2: Drafted and presented for public/stakeholder presentation

Stage 3: Presented for legislation/decreed

Stage 4: Passed/approved

Stage 5: Passed for which implementation has begun

**Project:** Financial Inclusion for Rural Microenterprises (FIRM)

#### DESCRIPTION

**Precise definition (s):** Number of agricultural enabling environment policies / regulations / administrative procedures in the areas of agricultural resource, food, market standards & regulation, public investment, natural resource or water management and climate change adaptation/mitigation as it relates to agriculture that:

Stage 1: ...underwent the first stage of the policy reform process i.e. analysis (review of existing policy /regulation /administrative procedure and/or proposal of new policy / regulations / administrative procedures).

Stage 2: ...underwent the second stage of the policy reform process. The second stage includes public debate and/or consultation with stakeholders on the proposed new or revised policy / regulation / administrative procedure.

Stage 3: ... underwent the third stage of the policy reform process (policies were presented for legislation/decreed to improve the policy environment for smallholder-based agriculture.)

Stage 4: ...underwent the fourth stage of the policy reform process (official approval (legislation/decreed) of new or revised policy / regulation/ administrative procedure by relevant authority).

Stage 5: ...completed the policy reform process (implementation of new or revised policy / regulation / administrative procedure by relevant authority)

**Unit of Measure:** Number of Policies

**Disaggregated by:**

Sector that the policy/regulation/administrative procedure relates to:

- Inputs (e.g. seed, fertilizer)
- Outputs (e.g. rice, maize)

- Macroeconomic (e.g. exchange rate)
- Agricultural sector-wide (e.g. wage rate for ag labor, taxation)
- Research, extension, information, and other public service
- Food security/vulnerable (e.g. safety net)
- Climate change adaptation or natural resource management (NRM) (ag-related)
- Barriers to cross-border trade

**Justification/Management Utility:** The indicator measures the number of policies / regulations / administrative procedures in the various stages of progress towards an enhanced enabling environment for agriculture whose sub-elements are specific policy sectors. This indicator is easily aggregated upward from all operating units.

#### PLAN FOR DATA ACQUISITION BY USAID

**Data Collection Method:** Each implementing partner is to list the Policy/Regulation/Administrative Procedure they are tracking and identify the government authority that it relates to. Each Policy/Regulation/Administrative Procedure should be directly related to an activity they are pursuing and that they have an ability to influence. The Policy/Regulation/Administrative Procedure may relate to any level of government (e.g., District Agriculture Office, county, Ministry of Agriculture). Each implementing partner then tracks periodically the legal status of the various policies being addressed and records any changes quarterly, but reporting annually.

**Timing/Frequency of Data Acquisition:** Reported Annually

**Estimated Cost of Data Collection:** TBD

**Responsible Organizations/Individual(s):**DAI M&E/PMP Manager, Linda Kagota

**Responsible Individual(s) USAID:** Benson Kimithi, Beatrice Wamalwa, Albert Waudo

#### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** Not yet done

**Known Data Limitations and Significance (if any):** Disaggregating along sector lines is sometimes difficult because the regulations do not always directly fit within one of the categories. For example, the Kenya Credit Information Sharing Initiative targets all MFIs, but this does not neatly fit into Inputs, Outputs, or Agricultural Sector wide, so this was put into the macroeconomic category.

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** FY 2013, to be scheduled by USAID ABEO

**Procedure for Future Data Quality Assessments:** External DQA to be schedule by USAID ABEO

#### PLAN FOR DATA ANALYSIS, REVIEW & REPORTING

**Data Analysis:** Computer-based statistical analysis and qualitative analysis of reports from partner institutions

**Presentation of data:** Comparison of targets with actual performance for each fiscal year presented in the Performance Target Data Table below

**Review of Data:** Through meetings and field visits. COR and USAID/FIRM review data for accuracy annually at reporting

time.

**Reporting of Data:** Quarterly and annual reports on FTFMS

#### OTHER NOTES

**Notes on Baseline Surveys:** Baseline 0, beginning at USAID/FIRM inception date

**Location of Data Storage:** USAID/FIRM database (TAMIS)

**Other notes:** None

#### Performance Target Data Table

|  | Base | Y1: FY2011 |        | Y2: FY2012 |        | Y3: FY2013 |        | Y4: FY2014 |        | F5: FY2015 |        |
|--|------|------------|--------|------------|--------|------------|--------|------------|--------|------------|--------|
|  | 0    | Target     | Actual | Target     | Actual | Target     | Actual | Target     | Actual | Target     | Actual |
| <b>Sector</b>  |      |            |        |            | 5      | 2          |        | 2          |        | 2          |        |
| Inputs   |      |            |        |            |        |            |        |            |        |            |        |
| Outputs  |      |            |        |            |        |            |        |            |        |            |        |
| Macroeconomic  |      |            |        |            | 5      | 2          |        | 2          |        | 2          |        |
| Agricultural sector-wide   |      |            |        |            |        |            |        |            |        |            |        |
| Research, extension, information, and other public service   |      |            |        |            |        |            |        |            |        |            |        |
| Food security/vulnerable   |      |            |        |            |        |            |        |            |        |            |        |
| Climate change adaptation or natural resource management (NRM) (ag-related)  |      |            |        |            |        |            |        |            |        |            |        |
| Disaggregates Not Available  |      |            |        |            |        |            |        |            |        |            |        |
| <b>Stages of devt</b>  |      |            |        |            | 5      | 2          |        | 2          |        | 2          |        |
| Stage 1 of 5: Number of policies / regulations / administrative procedures analysed  |      |            |        |            | 2      | 1          |        |            |        |            |        |
| Stage 2 of 5: Number of policies / regulations / administrative procedures drafted and presented for public/stakeholder consultation |      |            |        |            | 1      | 1          |        |            |        |            |        |

|   |  |  |  |  |   |  |  |   |  |   |  |
|---|--|--|--|--|---|--|--|---|--|---|--|
| Stage 3 of 5:<br>Number of<br>policies /<br>regulations /<br>administrative<br>procedures<br>presented for<br>legislation/decre                 |  |  |  |  |   |  |  | 1 |  |   |  |
| Stage 4 of 5:<br>Number of<br>policies /<br>regulations /<br>administrative<br>procedures<br>prepared with<br>USG assistance<br>passed/approved |  |  |  |  |   |  |  | 1 |  |   |  |
| Stage 5 of 5:<br>Number of<br>policies /<br>regulations /<br>administrative<br>procedures<br>passed for which<br>implementation<br>has begun    |  |  |  |  | 2 |  |  |   |  | 2 |  |
| Disaggre<br>gates Not<br>Available  |  |  |  |  |   |  |  |   |  |   |  |
| <b>THIS SHEET LAST UPDATED ON: September 30, 2013</b>   |  |  |  |  |   |  |  |   |  |   |  |

\* FY2012 Actual is aggregate from FY2011 & FY 2012.